

simple. leadership.

We're not saying that leadership is easy. In fact, it could be one of the hardest things you or I will ever do.

What we do believe is that the qualities and questions of leadership are enduring and straight-forward. Our programs take up those questions – in the light of today's environments and dilemmas. We explore new and old models, science and concepts, we talk honestly about relationships and emotions, we practice with work scenarios and assignments, we share insights and experience in an open conversation with other leaders.



Upcoming open enrollment programs

2011

Emotionally Resonant Leadership

Tuesday, March 15 – 8:30 a.m. to 4:30 p.m., Seattle

Leading to Goals: Promises Delivered

Wednesday, April 6 – 8:30 a.m. to 4:30 p.m., Seattle

The Puzzle of Dynamics: What's Underneath What's Going On

Wednesday, May 4 – 8:30 a.m. to 4:30 p.m., Seattle

Keys to Engagement & Bringing out the Best

Thursday, June 2 – 8:30 a.m. to 4:30 pm., Seattle

Leadership Development from Smallidge & Company

Inspired Leadership | smallidge.com

We don't use just one leadership model. Our goal is to help you broaden and deepen the collection of skills that you call upon every day in responding to the demands of your work, your people, and your customers.

Real, grounded leadership in programs that leaders enjoy and learn from today, then personalize and apply with their own strategies to manage and lead better tomorrow.

Sound like it's a fit for you? Then join us....

Classes are limited to 16 participants. Attend one or many.

Fees for one-day programs: \$315 (includes lunch & parking); multiple participant discounts available

To register, email us at susan@smallidge.com or call 206.285.8379. We'd love to hear from you.

These courses, and others in our curriculum, are also available as internal leadership development programs tailored for your organization. For more information, contact susan@smallidge.com

Course Descriptions

1 Emotionally Resonant Leadership

Tuesday, March 15, 2011 – 8:30 a.m. to 4:30 p.m., Bell Harbor Conference Center, Seattle

The research is in and there is no equivocating: **positive resonance produces tangibly better results across virtually every business indicator we care about** – customer satisfaction, staff engagement, productivity, quality, financial performance. This course, based in new research in neuro- and behavioral science, explores what resonance is, what it can deliver, and how the leader can build and use it.

Focus is on the leader's key emotional role – driving emotion to the positive. You'll leave with both new knowledge & practical tools to:

- Understand the emotional impacts leaders have on others from the view of neuroscience and brain chemistry
- Explore the emotional and social intelligence frameworks that increase employee engagement, motivation and performance
- Practice resonant leadership, manage your own emotions as a leader, and build an emotionally intelligent team
- Sustain positive resonance, particularly in the face of stress, change or dissent

Added for this open enrollment course, special content and practice in the power of Appreciation & Acknowledgement.

2 Leading to Goals: Promises Delivered

Wednesday, April 6, 2011 – 8:30 a.m. to 4:30 p.m., Bell Harbor Conference Center, Seattle

Management's most basic mission is the path toward results – **defining success** and **leading the work group to achieving its goals**. Some days, we don't move along that path so smoothly – expectations are fuzzy, initiatives stall, we're overcommitted and follow-through is in short supply. Compound by the challenges of coordinating accountabilities across a matrix of departments, affiliates, and geographies. Worst, we're not always sure we can pinpoint exactly why it fell apart.

Leading to Goals focuses on the layers of promises we make as leaders and ask for as managers. The model rethinks how work gets done, revealing what happens in the language of commitment, coordinating and execution. In this reframe, the context of tasks and projects is replaced by the context of results – promises delivered. Take-aways are an improved ability to:

- See and seek out opportunities and make offers to capture them
- Match outcomes to expectations
- Understand and diagnose the weaving thread of connected accountabilities, getting ahead of breakdowns
- Make stronger, manage better and keep more promises to our customers and each other

3

The Puzzle of Dynamics: What's Underneath What's Going On

Wednesday, May 4, 2011 – 8:30 a.m. to 4:30 p.m., Bell Harbor Conference Center, Seattle

It's all interpersonal and it's going on all the time: the tangle of relationship and group dynamics pervades every aspect of work. Ahead of trying to communicate meaning, or introduce change, or negotiate agreements is understanding the individual and group dynamic in front of us – **awareness we can use to design messages, timing, and approach**. Using FIRO theory as a framework, we will build new awareness of the tangle of what's going on underneath the dynamic and practice working with it – rather than against it – to communicate and engage others.

Leaders will come away with:

- An expanded understanding of why people might respond the way they do, particularly during times of stress
- A model for identifying communication and work group dynamics in areas like problem solving, decision-making, response to change, and conflict
- Tools for shaping the interaction of the work group
- Practice in constructing productive communication, particularly for change and transition

4

Keys to Engagement & Bringing out the Best

Thursday, June 2, 2011 – 8:30 a.m. to 4:30 p.m., Bell Harbor Conference Center, Seattle

Two proven courses – one conceptual, one hands-on – combined into a full-day event:

Keys to Engagement

A synthesis of **best practices in engaging**, examining a variety of models from researchers and thought leaders. We explore the new Employee Engagement tsunami against the background of the larger discourse on leadership, culture and excellence. Through discussion, we sort the cookie-cutter and hot-air balloon approaches from workable strategies and apply new understandings to see which best practices could work for our own organizations. Focus here is on building a conceptual foundation for our own strategies.

Bringing out the Best

We move from engaging to the leader's role in developing – guiding staff over time to bring out best performance. This is the **role of development strategist**: how can we set a path for success not just in this job, but in the next and the one after that?

In this workshop format, we'll introduce simple tools and practice to:

- Build skills in linking employees' work and future to the organization's goals
- Develop individuals from their strengths and personal motivation
- Set out a path of learning and experience that matches our needs with each individual's aspirations

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