

## ADVANCED LEADERSHIP WORKSHOPS

**We offer a set of leading-edge workshops designed to build management capability in crucial areas. These programs can stand alone or complement the menu of educational services you may be currently offering your managers.**

There is, of course, an important place for leadership training and education in the developmental tool kit of most organizations. But in today's climate, it better be smart, relevant and spot on in its focus. Over the last few years, Vantage has had an opportunity to help design and guide a series of remarkable executive conferences for our clients. Typically they are held off-site at a university setting and involve building a faculty of global experts in leadership and industry. At a more focused level, we have also built a set of cutting edge workshops that address today's targeted needs. Each program is independent, can easily be brought in-house and run from one half to a full day. Our sessions promise to be highly interactive, experiential and fast-paced. We rely on a peer-to-peer coaching model that ensures nobody has a chance to sit back on their hands. The following represent the most popular of our training workshops...

### Leading in Turbulent Times

Leaders cast particularly long shadows during change, and all eyes gaze upward. This program is designed to present participants with relevant insights and tools for facing change head on, assist them in quickly learning from change and adapting to it, and provide them with the necessary tools to effectively move their organizations forward. The big risks of mismanagement will be addressed, including uneven engagement and execution, diffusion of responsibility, escalating commitment to failing courses of action and learned helplessness.

The program will provide a practical guide for assessing the levels of resistance one is likely to encounter and a variety of resources for pulling people back on board and regaining alignment and focus. We will discuss communication strategies and appropriate decision-making models. Participants will also learn how to distinguish adaptive from technical challenges and how to manage "productive distress." Finally, we will close the program with a set of simple strategies to help participating leaders maintain their balance, sanity and perspective in this dynamic context.

### Strategic Business Planning: A Workshop for Managers Facing Uncertainty

A winning strategy + the buy-in of the organization = valued outcomes for those you serve.

Strategic planning can be done in a timely way and at an acceptable cost, but in order to do so the approach taken must differ from traditional methods. Gone is the small army of consultants crawling about your organization. Instead, your senior managers will learn how to ask the right questions, gather relevant information and work through a process which will yield a clear sense of focus and direction.

In this workshop, the tools to initiate and sustain this process will be shared and discussed. Too many planning efforts end up as a document in a three-ring binder. The methods we present will address preparation, the planning discussions and the implementation of the plan. No human endeavor is without its "shadow side"—dysfunctional organizational culture, the politics of self-interest, idiosyncrasy, social systems—those aspects of organizational life which can undercut good planning and execution. Therefore,

this workshop also includes a candid discussion of the shadow side realities and, most importantly, how to move forward.

### Coaching Top Talent: The Executive's Role in Developing High Potential Leaders

The notion that top talent is a source of competitive advantage is hardly new, yet few executives are particularly skilled in assessing and fully developing promising members of their staff. In this program, participating leaders will focus on the value and the process of Strategic Talent Management at the level of their immediate team. We will distinguish potential from performance and coaching from management.

A simple but highly effective process for holding a “coaching conversation” will be reviewed, practiced and applied. We will help participants establish a greater readiness to learn in even the most resistant of their employees. We will build a blueprint for a strong developmental plan and crisp relevant actions that accelerate growth. We will also practice the art of asking “high gain” questions and then cement the lessons learned with effective after-action reviews. In addition, a set of special topics will be addressed, including coaching on the fly, virtually and cross-culturally.

### Gearing Up for Coaching and Professional Success

Experience has shown that one-on-one coaching helps leaders increase their impact, rise to new challenges, and accelerate their ability to lead at the next level. However, to get the most out of coaching, participants need to be clear about what to expect, both of their coach and of themselves. This session increases the likelihood of coaching success by explaining the coaching process as well as describing the conditions and behaviors necessary for a successful engagement. Additional topics include how to effectively involve one's manager in the process, communicate and position their coaching with others in the organization, and tap into their insight in order to address development needs.

In short, this session jump-starts the coaching process so, right from the beginning, participants can get the most out of their experience. We will help participants develop a strategy for continued professional growth, even after coaching has ended. Topics include ways to leverage strengths, expand skills, minimize behaviors that stall advancement and make a real difference in advancing the company's mission.

***Please feel free to contact us at 312.236.9351 or [info@vantageleadership.com](mailto:info@vantageleadership.com) if you are interested in any of our training programs, or if you are curious about how we might address a specific educational need. We have decades of experience teaching managers and supervisors. References, of course, are available upon request.***