



Assessing and Refining Your Leadership Style

Becoming a more distinctive & effective leader

Every executive has a personal leadership style, an approach that results in some dramatic successes, some failures, and a great deal of satisfactory performance.

What if you were able to identify your personal “high performance leadership pattern” – the sequence of steps that you go through when you get your very best results? Could you achieve dramatic successes more frequently by consistently repeating that high performance pattern?

This innovative program on **Assessing and Refining Your Leadership Style** will introduce you to the unique concept of the high performance leadership pattern and help you better understand your personal leadership tendencies – the behavior that leads to your most distinctive leadership contributions – and how to leverage that behavior to become a more consistently effective leader.

Through a series of interactive exercises, assessment tools, and group discussions, you’ll learn to:

- identify your own high performance leadership pattern
- recognize the strengths you can build on to increase your overall success
- become aware of the “shadow” that keeps you from consistently attaining the leadership results that you know you are capable of producing
- recognize the four phases of the leadership cycle and clarify how to approach each as effectively as possible

program you will learn how to draw effectively on all four clusters to enhance your unique high performance leadership pattern.

2. Recognizing Your High Performance Leadership Pattern:

Identifying the Source of Your Unusual Successes

By focusing on how you produce your best results as a leader, and reviewing the situations in which you have been the most dramatically successful, you will learn how to identify the high performance leadership pattern that is your tested recipe for success.

Using self-diagnosis and small group discussion, you’ll identify a high performance leadership pattern that recognizes the unique characteristics of the approach you have taken when you have been unusually effective as a leader. You will also assess the leadership approaches you normally use and determine where they differ from your high performance pattern. You’ll learn:

- how to identify specific areas in which you are not yet using your high performance behavior
- how your high performance behavior differs over the four phases of the leadership cycle
- how to recognize the situations that best suit your high performance leadership pattern

program

Day One: Understanding Your Strengths as a Leader & How to Leverage Them

1. Making Sense of Leadership Style:

The Four Clusters of Leadership Theory

In this overview of leadership style, we’ll show how the many approaches to leadership can be put into four categories and examine the strengths and limitations of each. How do you choose among these “clusters” of leadership theory? The problem with conventional approaches to leadership is that they tend to focus on only one of these four clusters. In this

“**A mandatory program to achieve great performance as a leader.**”

Igor Martínez Oropeza, Chief Information Officer,
Gedas Mexico S.A. de C.V.

“**Outstanding . . . it brings out the natural leadership potential that all people have.**”

Greg Omlor, M.D., Director, Division of Pulmonary Medicine, Akron
Children’s Hospital

“**The self-analysis is both insightful and humbling.**”

Chip Snowden, Chief Operating Officer, Jacksonville (FL)
Airport Authority

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faculty

3. Understanding Yourself as a Leader:

Recognizing Your Natural Strengths and Limits

Where does your high performance leadership pattern come from? How does it relate to your “temperament,” your overall pattern of needs, values, and talents? What price do you pay for the areas where you are naturally strong? In this segment you’ll explore what motivates and energizes you and consider its implications for enhancing your high performance leadership pattern. You’ll learn about:

- fundamental individual differences that underlie differing contributions to leadership
- the needs, values and talents that guide your approach to leadership
- the origins of your strengths and limits and how they are related
- specific ways of adapting your leadership style to suit differences in others

Day Two: Recognizing Your Limitations as a Leader & How to Manage Them

4. What Limits Your Leadership Performance?

You & Your Shadow

What are the factors that prevent you from reaching your potential as a leader, from consistently achieving your high performance leadership pattern? Through a series of presentations and exercises, we’ll help you identify and better manage your “shadow” – your areas of limitation and vulnerability. You’ll recognize the shadow tendencies that come with your strengths, as well as clarify personal blind spots and limiting patterns. What are some ways you can manage your shadow? How can you keep it from holding you back?

5. Applying Your High Performance Leadership Pattern to Your Current Situation:

Creating a Focused Plan to Take Your Learning Back to the Workplace

To what extent are you using your high performance leadership pattern in your current work situation? What do you need to change to make it a better fit? In this segment you’ll learn to maximize the use of your high performance leadership pattern and minimize the impact of your leadership shadow. In a culminating exercise, you will create a personal map of the changes you want to make, using a timeline of the four leadership phases that will allow you to get the greatest additional leverage. You will also get clear on how to choose situations more strategically to enable you to perform at your best.

6. Putting Your High Performance Leadership Plan Into Action:

Overcoming Your Immunity to Change

Are you vulnerable to the “New Year’s Resolution Syndrome”? We conclude the seminar by helping you identify the factors that are most likely to interfere with your commitment to putting your learning into action. What are the tacit commitments and underlying assumptions you hold that could compete with your commitment to high performance leadership? How can you keep those assumptions from blocking your full potential for consistent high performance as a leader?

Grady McGonagill is President of McGonagill & Associates, an organizational consulting and management development firm specializing in building capacity for learning and change. His workshops on leadership, conflict management, team building and interpersonal skills have been offered through executive programs at Harvard University’s Kennedy School of Government, MIT’s Sloan School of Management, Babson College’s Center for Executive Education and Brandeis University’s Heller School of Management, among others. His distinctive expertise is in leadership development, developing a culture of learning and coaching and individual coaching.

Dr. McGonagill holds a doctorate from Harvard University, an M.A. from Stanford University and a B.A. from the University of Texas.

Jerry L. Fletcher has more than twenty years of experience helping individuals, teams and companies achieve sustained levels of high performance. He holds an A.B. cum laude and a doctorate from Harvard University, with special emphasis on the way human values affect behavior. He has developed a reliable, highly accurate methodology for enabling individuals to define exactly how they succeed. He then coaches them on how to recreate that pattern when carrying out work assignments.

Dr. Fletcher is author of *Patterns of High Performance: Discovering the Ways People Work Best*, and *Paradoxical Thinking: How to Profit from Your Contradictions*.

dates

In Cambridge, Massachusetts

See website for dates.