

Warr/Bennis
**Leadership
Excellence**

ESSENTIALS

» 04. 2016

Vol.33 No. 04

Essentials of leadership development, managerial effectiveness, and organizational productivity

Presented By

HR.com

The Standard of Global Leadership Development

**LEADERSHIP EXCELLENCE AWARDS'16:
EXCLUSIVE INTERVIEWS WITH TOP WINNERS**



DAWN SIEMIET
SOUTHWEST AIRLINES



MICHAEL REUTER
SETON HALL UNIVERSITY



LUCY FORD
SAINT JOSEPH'S UNIVERSITY



EMILY A. DENNIS
WEST VIRGINIA UNIVERSITY



ROBERT M. HEBELER
ROLLINS COLLEGE



MAYRA E. BEERS
FIU CENTER FOR LEADERSHIP

HR.COM LEADERSHIP PRODUCTS AND SERVICES TO HELP YOU AND YOUR ORGANIZATION WITH YOUR LEADERSHIP DEVELOPMENT



Did you know that HR.com has a large Leadership Community?

Join 150,000+ HR.com members with a similar interest and focus on Leadership and specific Leadership Development topics. Share content and download white papers, blogs, and articles, network, and “follow” peers and have them “follow” you in a social network platform to communicate regularly and stay on top of the latest updates. The well established Leadership community is an invaluable resource for any HR professional, leadership coach or executive.



Leadership Excellence Essentials

Monthly Interactive Learning Journal Watch as this monthly interactive learning experience captures key metrics, actionable items and keeps you focused on developing yourself and corporation as top leaders.

For 30 years, Leadership Excellence has provided real solutions to the challenges leaders face every day. HR.com and Leadership Excellence joined forces in May 2013 to continue providing world-class leadership development resources and tools – now to a combined audience of over 350,000 individuals and organizations throughout the world. In each issue, you will find the latest and greatest leadership solutions from the world’s top leaders, consultants, and trainers – plus development guides, plans, and additional tools designed to turn those solutions into an action plan that works for you.



Leadership Excellence and Development Forum, LEAD2017

February 7th - 9th, 2017 - Live in Nashville, Tennessee

LEAD2017 is a platform to change the world by inspiring individuals, communities, organizations, and governments to choose education, collaboration, and ethical leadership instead of ignorance, indifference, and violence. LEAD2017 features 13 world-class keynote speakers, live from Nashville Tennessee, that can be broadcasted to thousands of people in remote sites around the world. Through participation, we can create a world of infinite potential. #AWorldInspired

Leadership Excellence Awards

February 9th, Nashville, Tennessee

The esteemed Leadership Excellence awards to be presented on February 9th at the LEAD2017 event will recognize and honor corporations, educational institutions, and individuals that excel in offering top leadership initiatives and programs on a local to global scale.



Leadership Webinars and Virtual Events

Thought Leadership – Lead Generation – Educational Content

Showcase your Leadership expertise through HR.com’s highly-attended and well-respected one-hour Webcasts and/or one-day Virtual Events. HR.com Webcasts and Virtual Events deliver the latest industry news, research trends, best practices and case studies to our large community of HR professionals. Each Webcast and/or Event provides a truly interactive experience for attendees and sponsors alike.



The Personal Excellence App

The Personal Excellence App is a development and training reinforcement tool that gives organizations a platform to engage, communicate, and train employees/clients on a daily basis to achieve long-term positive changes, while providing individuals with a tool to help them build on their personal and professional development. Built on leadership content from over 4,000 contributors, users can benefit from receiving 3-5 minutes a day of leadership development inspiration while organizations can customize the App and add their own content to reinforce their training or development initiatives. Personal Excellence removes the barriers organizations commonly face when trying to train their employees by creating a cost effective tool that helps build alignment, skills, and motivation around any existing program.



Custom Fit Resources

Leadership Excellence also services organizations by creating custom monthly editions for organizational use. Our leadership resources are designed to supplement and complement your current leadership development program – or stand alone as an extremely cost-effective plan. All of our leadership resources can be customized for organizational use by design, content, packaging, and delivery based on your development needs. Use these resources today! Contact us now to inquire about organizational customization, individual, or organizational pricing.

Warr/Bennis Leadership Excellence

The Standard of Global Leadership Development

ESSENTIALS

» 04. 2016

Vol.33 No. 04

Essentials of leadership development, managerial effectiveness, and organizational productivity

Presented By

HR.com

Index

WINNERS' INTERVIEW

- 05 Southwest Airlines
Dawn Siemiet
- 07 Babson Executive Education
Dr. Susan Duffy
- 13 Sikich LLP
Emily Young
- 16 AstraZeneca
Priscilla Nykoliotion
- 21 Palmetto State Armory, LLC
Samatha K. Montgomery
- 24 Seton Hall University
Michael M. Reuter
- 28 Liautaud Institute, University of Illinois
Joe Balistreri
- 31 Carleton University
Dr. Merridee Bujaki
- 34 Saint Joseph's University
Dr. Lucy Ford
- 36 West Virginia University
Emily A. Dennis
- 40 FIU Center for Leadership
Dr. Mayra E. Beers
- 42 Association of Public and Land Grant Universities
Dr. Claudia Fernandez
- 46 Texas Comptroller of Public Accounts
Susan Johnson

- 47 NorthWest Arkansas Community College (NWACC)
Lynda Lloyd
- 51 Michigan State University
Dr. Donald Conlon
- 54 Rollins College Crummer Graduate School of Business
Robert M. Hebelier
- 58 The Erivan K. Haub School of Business, Saint Joseph's University
Dr. Lucy Ford
- 60 Florida International University
Marc Weinstein
- 63 Florida International University Center for Leadership
Dr. Nathan J. Hiller
- 65 Carnegie Bosch Institute
Sylvia Vogt

ARTICLES

- 10 Say Yes To Success!
How the new millennial leaders embrace mindfulness
Jon Mertz
- 19 Why Mentorship Programs Stop Working
5 signs
Debby Carreau
- 26 Why Clutter Hurts Your Leadership
What you can do about it
Barbara Hemphill

- 33 Leaders Falling Short?
Coaching for continual change spurs innovation, engagement and high-performing teams
Amy Fox
- 39 A Serving Leader's Ego
The best results come from genuine teamwork
Kenneth R. Jennings and John Stahl-Wert
- 44 Women In Management
How we can support young women
Lisa Haugh
- 49 How's Your Development ROI?
Shedding light on our leadership development crisis
Sara Canaday
- 56 Climbing The Seven Step Productivity Pyramid
Accomplish more in less time
Eric Bloom
- 62 T-Shaped Skills In Demand
Firms seek professionals with in-depth disciplinary knowledge and cross-functional experience
Marci Duckro
- 67 7 Time-Taming Tips For Teams
Simple steps to help leaders boost efficiency, productivity and satisfaction
Cathi Almquist

Since the beginning, the LEAD conference has always strived to create #AWorldInspired; and LEAD2016 certainly accomplished just that!

On February 3rd and 4th, LEAD2016 was a platform that united leaders from around the globe for two days of inspiration, networking, learning and celebration. Featuring 13 keynote speakers and a day of intimate workshops, this conference was a life-changing event that inspired leaders to be the best that they could be!

We were ecstatic to have had such a large number of applicants for the 2016 Leadership Excellence Awards and have only published the top ten percent of each category. The Leadership Excellence Awards in combination with LEAD2016 showcased top organizations that not only value leadership but also have innovative programs.

Starting from this issue of Leadership Excellence, we will publish interviews of the proud winners of the Leadership Excellence Awards. They share details of their award winning programs and the plans ahead. Get inspired by reading their success stories.

Apart from the interviews, we also have a few interesting leadership articles in this edition of the magazine. Author Amy Fox's article *Leaders Falling Short?* points out that coaching for continual change spurs innovation, engagement and high-performing teams. Why is there a widespread perception that leaders are not ready to lead change, today or tomorrow? How can businesses overcome these challenges? Amy provides three steps to meet the challenge.



Why Clutter Hurts Your Leadership By Barbara Hemphill says that most of the times, the more brilliant a person is, the messier their office. Sorting and filing seems like a lower priority than creating a new product or serving your customer. But is it? It's easy for observers to wonder, "If someone can't manage their own office, how can they manage a department or a company?" What you can do about it? Read her article to know more.

Time is money, and inefficiency costs companies billions of dollars each year. So how can you as a leader minimize wasted time for yourself and your team? Read Cathi Almquist's article *7 Time-Taming Tips For Teams* and get to know about seven simple steps that can help you and your team operate more efficiently

According to DDI's Global Leadership Forecast, organizations worldwide spend \$50 billion per year on professional development, but only 37% of leaders describe their development programs as "effective." For the record, that low approval rating isn't a fluke; it's been flat for seven years. What's behind this costly development disconnect? Read Sara Canaday's article *How's Your Development ROI?* that sheds light on leadership development crisis

Coming back to LEAD, following the success of LEAD2016, HR.com is excited to announce that LEAD2017 will be back and ready to rock in Nashville, TN on February 7th and 8th.

Day one of **LEAD2017** showcases a series of HR-focused speakers, best practices roundtables, and innovative workshops, open to HR executives. This day will feature 8 breakout sessions that focus on different topics in the HR realm to allow for targeted and strategic learning and engagement. Day two invites all guests to a carefully crafted series of inspirational leadership talks, presented by the most respected thought-leaders in the space and individuals with meaningful personal stories. All of the speakers will be broadcast to companies, associations and communities around the world. Day 2 will also host the dinner and ceremony for the 35th annual LEAD Awards.

For more information about attending LEAD2017, hosting a remote site, sponsorship opportunities, or the LEAD Awards program, please contact HR.com at 877-472-6648.



Regards,
Debbie McGrath
HR.com

Have a say ?
Write to the Editor.

Editorial Purpose:

Our mission is to promote personal and organizational leadership based on constructive values, sound ethics, and timeless principles.

Leadership Excellence Essentials

(ISSN 8756-2308) is published monthly by HR.com, 124 Wellington Street East Aurora, Ontario Canada L4G 1J1.

Internet Address: www.hr.com

Submissions & Correspondence:

Please send any correspondence, articles, letters to the editor, and request to reprint, republish, or excerpt articles to LE@editor.hr.com

Customer Service/Circulation:

For information on products and services call 1-877-472-6648 or email: LE@editor.hr.com

Leadership Excellence Essentials

Publishing:

Debbie McGrath, CEO, HR.com - Publisher
Shelley Marsland-Beard - VP of Sales
Babitha Balakrishnan - Editor
Savitha Malar - Design and Layout

Copyright © 2016 HR.com

No part of this publication may be reproduced or transmitted without written permission from the publisher. Quotations must be credited.



Dawn Siemiet



Name: Dawn Siemiet
 Title: Leadership Development Program Leader
 Company: Southwest Airlines
 Number of people you lead: There are three people on our team, and we support 130 Emerging Leader Development Program (ELDP) participants per year at our peak, which will continue to grow to 200 and 34 host location leaders.
 Email: dawn.siemiet@wnco.com
 Connect: [Dawn Siemiet](#)



Leadership Excellence Rank

Top Future Leader Award - 35 and Under

An Approachable Leader

Our editorial team interviewed **Dawn Siemiet** from **Southwest Airlines** at the **Leadership Excellence Awards** this past February. Here are some excerpts from the exclusive interview.

What is your strongest characteristic you think has made you a great leader?

Approachability. I believe that an approachable Leader makes people feel comfortable. And that frees them up to work together, connect, and communicate in a safe environment. My Team knows they are my number one priority, and that I am always open and accessible if they need me. This starts with the basics—saying good morning, smiling, and getting to know your people on a personal basis. Let them know that you care. Ask your people every day what they need help with or how they would like your support. I do this every morning or when I leave work in the evening. Even if the individual doesn't need assistance at the time, they will appreciate you offering your time and energy. Next step, follow through. If someone asks you for help, give them the help and support they need.

Tell us a story of something you have done as a leader that has impacted or inspired others

I have the honor of leading and mentoring our team's intern every semester. They are often from a different state, and are away from their families for the duration of the internship. I led one intern in particular who did not bring a car with her for her internship, so I picked her up for events, or when our hours were out of the ordinary and made taking the train inconvenient or impossible. One day, she was home from work sick, and I offered to bring her crackers and soup since she did not have a car. She later shared with me that in that moment, she realized she was working for the right company. The fact that someone would care that much as a boss amazed her. The smallest gestures make the biggest difference in people's lives. Our philosophy has always been that if you take care of your people, they will take care of our customers and the business. I am happy to say that this intern is now a Leadership Development Specialist on our team, and we've continued our mentor/mentee relationship.

The lessons you've learned this year from your leadership experiences

One of my most impactful leadership lessons of 2015 is the importance of building trust in relationships. Even though I directly lead a small team, my scope of influence reaches across multiple departments and cascades through all levels of leadership. If you build trust, the people you support will come to you for coaching, and it will make it easier to have those crucial conversations and eventually, hold them accountable. One of our host location leaders who supports many of our program participants was struggling with how to lead a team of millennial leaders. Since we had built a solid



relationship, I was able to have an open dialogue with her and give her some actionable steps and tips to understand the people that she was leading. People will go above and beyond when they know you genuinely care for them and want them to succeed.

One tip or word of wisdom you can share on what made you a great leader and can help others

Don't let your age define you. Be an innovator, and speak up when you have valuable ideas or information to offer. It's very common for companies like Southwest Airlines to have tenured leadership teams, and it can be pretty intimidating as a young leader to find and own your seat at the table. But don't let age stop you. Be humble, learn from experienced leaders who have dealt with their own professional challenges and can help guide you on your career path, and be accepting of change.

In your personal view what has been your greatest leadership accomplishment

I always feel a sense of pride when someone I have coached, mentored, or developed accomplishes a career goal. I love helping people find their passion. Whether it is our ELDP participants or the people on my team, the best part about leading is learning what your people are passionate about and finding the right spot for them to be most successful. I have helped Employees find their ideal position at the company and some have been promoted into various leadership positions. From crew schedulers to revenue management analysts to airport operations managers, I encourage people to use their skills and abilities to grow their careers for themselves and for the betterment of Southwest Airlines.

[Would like to Comment? Please Click Here.](#)



Dr. Susan Duffy



Company Name: Babson Executive Education
 Program Name: Women's Leadership Program: From Opportunity to Action
 Program Director: Dr. Susan Duffy
 Address: 231 Forest Street, Babson Park, Massachusetts
 Call: 781-239-4354
 Email: exec@babson.edu
 Visit: www.babson.edu/bee/women



Leadership Excellence Rank

6 Open Enrollment - Continuing Education With An Emphasis on Leadership

From Opportunity To Action

Our editorial team interviewed **Dr. Susan Duffy** from **Babson Executive Education** at the **Leadership Excellence Awards** this past February. Here are some excerpts from the exclusive interview.

What is the overall objective of your program?

Women's Leadership Program: From Opportunity to Action is a unique personal leadership experience with emphasis on driving organizational performance by recognizing and building on strengths and engaging entrepreneurial thinking and behavior. Through the important transition into strategic and entrepreneurial leadership, participants of this Babson Executive Education program gain a deep understanding of the interconnectivity between individual effectiveness and organizational outcomes, as well as the interplay between the leader's influence and organizational performance. Participants bring back to their teams and their companies new tools, concepts, resources, and approaches for driving innovation and growth amidst often uncertain market conditions.

Who do you impact with your program?

This 5-day open enrollment program is for mid-career senior leaders who are on a growth trajectory and moving into roles with increased strategic responsibility. Participants come from a range of industries and differ in their job titles and backgrounds. However, all possess the drive and determination to assess their strengths in order to be able to better articulate the positive impact that they seek to have on the organizations they serve.

What are the lessons you've learned this year from facilitating your program?

In a world that is increasingly unpredictable and uncertain, managers at organizations of all sizes need to possess entrepreneurial leadership skills in order to make a strategic impact. While an understanding of fundamental business disciplines is essential, it is no longer enough.

How do you measure the return on investment and success of the program?

Of course, we collect participant feedback on each session of the 5-day program. Evaluations measure both the content and the presentation of each of the program topic areas and we make adjustments when beneficial.

However, the real measure of success is how well the program is doing in acting as an important guide for leaders as they harness their existing strengths, build new competencies, and develop a renewed leadership identity that creates new levels of value for themselves and their organizations. Here are a few words from past participants of the program that speak to this value:



“Taking a week to devote to the Babson Women’s Leadership Program is a gift to yourself that honors your unique leadership potential. It’s a transformational, week-long journey that serves to reset your career, your confidence, and liberates your passion to be your very best self.”

**VP, Client Services
Chadwick Martin Bailey**

“In one short week I developed skills that enabled me to effectively migrate to a position of strategic influence at my company. I’m now totally confident in any business interaction, and I look at my contributions to the business much more open-mindedly. I encourage any woman looking to make a change in her approach to leading professionally to attend this program!”

**Global Business Operations Manager
Symantec Corporation**

“Babson Executive Education’s Women’s Leadership Program was arguably the most impactful learning and self-exploration experience I’ve ever had.”

**Vice President
Fidelity Investments**

What lies ahead for the program and how it will continue to succeed?

Leaders cannot predict the future because today’s world is increasingly uncertain and unknowable. In this context, the mission and

expertise of Babson College is more important and relevant now than ever. Babson has been recognized by leading publications such as *U.S. News and World Report* as the No. 1 institution for entrepreneurship education for more than two decades. Our Entrepreneurial Thought and Action® methodology is at the center of our educational approach, teaching that balancing action and experimentation with analysis and prediction is the ideal way to lead in conditions of uncertainty.

Our flagship open enrollment Women’s Leadership Program will continue to run each spring and fall on the scenic wooded 375-acre Babson College campus located just outside Boston, Massachusetts. Additionally, we are increasingly being asked to design and deliver customized programs for groups of women leaders. For example, we have now delivered two cohorts of a program for high potential women leaders who are prepared to take on larger roles at a world-leading biotechnology company. We also are currently planning variations on this curriculum for entrepreneurial leaders in New York City and in Africa.

The continued close collaboration between the Babson Executive Education division and Babson’s Center for Women’s Entrepreneurial Leadership will continue to make these extraordinary opportunities possible.

[Would like to Comment? Please Click Here.](#)

WOMEN'S LEADERSHIP PROGRAM: FROM OPPORTUNITY TO ACTION



“Taking a week to devote to the Babson Women’s Leadership Program is a gift to yourself that honors your unique leadership potential. It’s a transformational, weeklong journey that serves to reset your career, your confidence, and liberates your passion to be your very best self.”

— Heather M. Magaw
VP, Client Services, Chadwick Martin Bailey

GET INSPIRED TO MAKE A GREATER IMPACT

Gain transformative insights and catapult your career forward with Babson’s Women’s Leadership Program. This interactive, five-day experience is taught by leading women academics and practitioners from Babson College, the global leader in entrepreneurship education, and is designed to amplify your ability to drive growth and create new opportunities.

? LEARN MORE AT WWW.BABSON.EDU/BEE/WLP

A customized version of this program can be designed and delivered for your organization. Contact us at 781-239-4354 or exec@babson.edu to inquire.

Say Yes To Success!

How the new millennial leaders embrace mindfulness

 By Jon Mertz



 *Insights based on the four Aspen Truths in Activate Leadership.*

Millennials are about to take over the role of leader in the 21st Century. The leaders of successful businesses and organizations will be Millennials who master and practice mindfulness in everything they do.

Market changes happen more quickly. Technology invades every aspect of our life. Normal business hours no longer fit a neat time schedule. With these changes, successful Millennial leaders are turning to mindfulness as a leadership practice. More than this, mindfulness creates stability and sustainability in navigating the business shifts and staying purpose-centered in work and life.

Mindful Millennial leaders will embrace several key factors that

together represent a whole new paradigm in leadership and management. These mindful leadership practices include:

1. Work hard to build, create, survive, and excel (in purpose)

Personal Action: Each morning, contemplate the day ahead. Fast forward to the end of the day and identify what completed actions will make your soul smile. Write down those completed items and then identify the activities to do and schedule them into your calendar.

Leadership Practice: Create space for team members to do their work, including think space, heart space, and technology space. Each space empowers team members to solve problems, align on organization purpose, and collaborate effectively with team members.



2. Engage in tough conversations with empathy and action (don't put them off)

Personal Action: Notice your breathing patterns to keep focused on what matters most in conversations. Rather than reacting, mindful leaders respond with thoughtful questions and calm interactions. Many tough conversations will happen between generations and within your own generation. Focus on your breathing to respond in thoughtful ways and resolve challenging situations in a productive manner.

Leadership Practice: Encourage team members to discuss mistakes made. Discussing mistakes openly enables team members to be more empathetic – listening to what did not work, lessons learned, and emotions expressed. Learning organizations gain strength, and strength is gained by approaching tough situations with open empathy and resolution.

3. Nurture relationships that matter through good and challenging times (staying power, the power of love)

Personal Action: Carve out time each month to contribute to a community organization. By doing community work, new relationships are developed to keep you centered in your local community. This is not about networking; it is about practicing your relationship skillset in extraordinary ways.

Leadership Practice: Encourage team members to find a local social good organization to get involved with and have them spend at least 4 hours a month doing work in their community. We can get stuck in our relationship skills. Community work serves to enhance your relationship building skills while keeping teams focused on what matters most in good and challenging times.

4. Be nice when everything tempts you not to be nice

Personal Action: Take time to contemplate. Some may meditate. Some may pray. Some may get lost in thoughts while running. Whatever works, take the time to re-center, and use these practices at least five times per week. From within self-compassion springs. From self-compassion, compassion for others rises. A strength in our presence develops this way.

Leadership Practice: A quiet strength of character exists in being humble and nice. Encourage these behaviors. Highlight them. In humility, work is done that is helpful to move your business forward in productive ways. Being nice doesn't mean low expectations. Too often, we want to play to the crowd and say outrageous things to incite. Instead, we need to stand out by saying and doing things that are helpful. Our hands are meant to be extended in a helpful way; it is why we have arms and elbows. We are designed to do the work, hug each other, and extend a helpful hand.

5. Always get up, no matter what, to create something better than the day before

Personal Action: Resiliency comes from within, along with our community support. With practices of contemplation, we build resiliency to survive the challenging times and navigate the good times with a stronger sense of purpose and direction. Leaders and entrepreneurs who thrive find their inner resiliency. To build this resiliency, go to nature. Take a hike. Go river rafting. Ski. Snowshoe. Bike through the mountains. Nature is resilient. From your interaction with nature, you will refresh and strengthen.

Leadership Practice: Communicate with clarity and transparency. Talking about the good times is easy. Being open about the challenges, dips, and misses is difficult but necessary. To build a resilient culture, be transparent in what is good and what isn't. Be clear in what problems

need to be solved and how each person's talents are needed to move the company forward in achieving its mission.

6. Strive less, enable more

Personal Action: Be actively present for others. Practice being present in your home by listening closely to your spouse, partner, kids, and friends. Turn off all devices and have a conversation. Take the same practice into your workplace by not being distracted during one-to-one conversations. Practice being undistracted.

Leadership Practice: Set the tone for the culture by communicating why the company needs to move from Point A to Point B. Do your part but do all the parts. Hire great talent, and let them use their talent to enable the strategic direction. Support your teams with encouragement, tools, plans, measurements, and celebrations. Work to ensure others know you trust them through the successes and lessons learned.

7. Align your wisdom through trust

Personal Action: Identify what things make your soul, heart, and mind be at home. When all three align, trust and confidence develops. Move forward fully with these things. No matter in work or outside of work, do the aligned things. Self-trust blooms here.

Leadership Practice: Knowing whether a strategic choice may be a good one happens when our heart, mind, and soul are aligned around it. Motivating a company around a strategic choice requires appealing to all three, too. When it comes to leading strategy, discern these connection points. Close the strategic gaps:

Heart: Our heart is into the change, yet many questions remain unanswered. We need to tap into the minds of different team members and think through the scenarios more deeply.

Mind: Our mind has come to a logical conclusion. However, our heart is not into the path forward. We need to explore what is missing to tap into the passion of our organizational culture. If passion about a direction is missing, we need to identify the motivating forces.

Soul: An inner confidence and comfort level needs to be present in what we are about to embark upon. There will be a certain nervousness, and that is normal when something new is being done. We need to be present in that moment, using our heart and mind to re-center.

Mindful leadership will keep Millennial leaders and entrepreneurs advancing, creating, innovating, and building the technologies, cultures, and economies of the future. **LE**



A farmer's son, a political appointee during his twenties, and a marketing and business development leader over twenty-one years, **Jon Mertz** has worked in large and entrepreneurial companies like Deloitte, IBM, BMC Software, QuickArrow, and Corepoint Health. In 2014 and 2015, Trust Across America-Trust Around the World named Jon one of the Top 100 Thought Leaders for Trustworthy Business.
Email jon.mertz@thindifference.com
Follow [@ThinDifference](https://twitter.com/ThinDifference)

Would like to Comment? Please Click Here.



You've always invested in others' success. Now, it's time to invest in your own.

HR.com

EVERWISE

HR.com, in partnership with industry innovator Everwise, is offering HR leaders a one-of-a-kind development program.

Experience firsthand the benefits of investing in your professional development:

- Set goals with an interactive, step-by-step process using Everwise software
- Get matched with an amazing mentor personally selected for you
- Work with an Experience Manager to guide your journey and provide personal accountability
- Build skills with content curated to match your development objectives

Learn more at: [HR.com/mentor](https://hr.com/mentor)



AMY DOBLER, HR BUSINESS PARTNER,
JIVE SOFTWARE

I wasn't sure what to expect, but it has really paid off!

EVERWISE

Everwise is the only truly integrated talent development program.

Everwise combines the transformative power of mentorship and personal accountability with on-the-job learning exercises to build the skills aspiring professionals need to excel in their careers.



Emily Young



Leadership Excellence Rank

Top Future Leader Award - 35 and Under

A Strong, Visionary Leader

Our editorial team interviewed **Emily Young** from **Sikich LLP** at the **Leadership Excellence Awards** this past February. Here are some excerpts from the exclusive interview.

I am honored to be recognized as a Top Learning Leader, under 35, through Leadership Excellence and HR.com.

Every successful learning and development program has roots in a great idea, with an exceptional leader determined to execute it from inception to completion. My leadership journey with Sikich was driven by a vision from our CEO and Managing Partner Jim Sikich. He envisioned Sikich employees should have the ability to grow professionally, to offer exceptional expertise to our clients and to realize their full potential as leaders. From Jim's vision, I designed and implemented our internal corporate university, Sikich University.



Name: Emily Young
 Title: Senior Manager, Learning & Development
 Company: Sikich LLP
 Number of people you lead: Learning and Development for nearly 700 individuals, with the support of three direct reports.
 Email: eyoung@sikich.com
 Visit: www.sikich.com



What are your strongest characteristics you think have made you a great leader?

Successful leaders possess certain common characteristics including communication skills, ability to delegate and effectively collaborate, commitment, a positive attitude and the ability to inspire. These characteristics incorporate naturally into daily life as a leader, but as a Leader in learning and development, several additional characteristics set me apart from others.

Understand the People

Connecting with people drives adoption in corporate learning and development programs. The best way to accomplish this task is through understanding learners and team members.

Understanding learners, and industries served, allows me to develop our educational programs to satisfy skill gaps, and build programs to help promote career progression.

In addition to understanding my clients, I have developed and coached a lean, dedicated, hard-working and exceptionally high-performing learning team, covering all aspects of the learning process. Collectively, we share a vision of how Sikich University will continue to evolve.

Strategic Mind with Analytical Implementation

While understanding the business and the people involved are significant, planning and collaboration also are important in learning and development. I set myself with an exceptional strategic mindset coupled with skills to analyze, digest and implement new ideas. I not only develop, plan, and articulate long term vision, but have an analytical mindset which enables strategy alignment with short term goals to bring the visual full-cycle. Within the Sikich University strategy, I incorporate learning industry foresight and stakeholder needs with my own big picture. I temper my strategic mindset by also allowing for pliability within our strategy, based on both learner feedback and that of my team.

Constant Innovation

Sikich University is in a cycle of constant innovation; it is not now, nor will it ever become stagnant. I believe in the mantra of our pioneering leader, Jim Sikich- “If you’re not making mistakes- you are not doing enough things.” I live and embrace this idea when it comes to reinventing and offering new learning tools to our learners. I am not afraid to change programs, to re-write content or to try a delivery method new to the organization. As a learning leader, I provide the vision, intellect, creativity and drive to get the results through constant innovation.

Passion

An excellent leader in the field of learning and development should not only be an innovator, but should also have a passion for learning and teaching. It’s not just about the function itself – delivering material for delivery’s sake – but incorporates motivation and inspiration to learn in a way that shows care for the craft. As a strong, visionary leader, I live and breathe the Sikich University learning culture of encouraging knowledge creation while fostering knowledge sharing and creating new, innovative learning experiences for our employees and partners; I have true passion for what I do.

Tell us a story of something you have done as a leader that has inspired others.

Inspiration is a two-way conversation for a successful learning leader; it is built through facing challenge, earning trust and respect of others, and remaining inquisitive to search for new ideas and information. I inspire individuals through teaching classes, writing courseware, collaborating with other team members and providing guidance and counsel to my colleagues.



One lesson you’ve learned this year from your leadership experiences.

In order to be an effective learning leader, you must be innovative, however, development of those innovations must fall within available time. As I became more engaged with content development, this was a key lesson for me. Managing bandwidth of the learning team, coupled with change management of the learners, all must align in order for innovation to succeed.

One tip or word of wisdom you can share on what made you a great leader?

It is critical that new leaders in the learning world involve, challenge, and regularly connect with their team members. It is essential for leaders to share as much knowledge about the learning industry as they can and to pass this knowledge on to others. It is critical to share the vision, and always encourage my team to take project ownership and spearhead course development. If my team can conceptualize how the pieces of the learning structure fit together, they will aid our learning and development efforts in achieving more success.

One of my key leadership initiatives is to proactively create training programs that are critical, before learners feel a need. Anticipating future training needs is important to a vibrant and engaged learning department. This will continue to be an ongoing focus and allow us to move Sikich University further down the learning spectrum, under my leadership.

In your personal view, what has been your greatest leadership accomplishment?

The most significant contribution that I have made as a learning leader is through exhibiting the Sikich culture, and having Sikich University sustain the same innovative, entrepreneurial and high-performance learning culture. Through my leadership, Sikich University has created a true learning culture. Broad corporate buy-in across departments permits our learners in skill development to better serve our clients. Sikich University has also provided significant value that is more than “another human resources program”. Our clients see the value and quality of Sikich University courses and rely on our expert guidance as a result, which is highly rewarding.



[Would like to Comment? Please Click Here.](#)

Improve relatability.

Build better teams that achieve more.

Dayforce [TeamRelate](#). Create teams
that win for an immediate impact.

1.800.729.7655

ceridian.com/teamrelate





Priscilla Nykoliation



Name: Priscilla Nykoliation
 Title: Senior Manager, External Relations, Private Payers
 Company: AstraZeneca Canada
 Email: priscilla.nykoliation@astrazeneca.com
 Visit: <http://www.astrazeneca.ca/>



Leadership Excellence Rank

8 Top Future Leader Award - 35 and Under

An Empowering Leader

Our editorial team interviewed **Priscilla Nykoliation** from **AstraZeneca Canada** at the **Leadership Excellence Awards** this past February. Here are some excerpts from the exclusive interview.

What is your strongest characteristic you think has made you a great leader?

The ability to have a clear line-of-sight to the ultimate goal; ability to compartmentalize and clear the clutter, identify challenges and opportunities; ability to empower team members to tackle different aspects of the work to accomplish the ultimate objective.

Tell us a story of something you have done as a leader that has impacted or inspired others

The largest impact has been in my previous volunteer position of mentor/coach to foreign trained professionals. Foreign trained professionals have taken a leap and made a sacrifice in re-locating themselves and their families to Canada. What they do not anticipate are the number of barriers they face due to differences in accreditation requirements and finding employment. Some of these challenges stem from differences in resume content and interview style. It has been an honor for me to help foreign trained professionals highlight their strengths; label their previous employment positions appropriately to the Canadian workplace context; and empower them to speak to their past work experiences and not feel ashamed to share their tremendous accomplishments. Witnessing their evolving confidence from one coaching session to the other and ultimately achieving employment of their choice is enormously gratifying to me.

The lessons you've learned this year from your leadership experiences

The importance of devoting time and energy in motivating team members, one at a time, to work towards a common goal. The objective needs to be relevant and important to all team members to ensure a successful path is followed in its implementation.

One tip or word of wisdom you can share on what made you a great leader and can help others

We are all connected by a common thread – a key to building relationships based on trust is finding this common thread. Consciously decide you will be the instigator of finding this common thread and keep an open mind to the various possibilities of this relationship building journey. Two important elements to consider are clarity in your convictions and patience, as this exercise takes time.

In your personal view what has been your greatest leadership accomplishment

One of my biggest accomplishments is with my current employer, AstraZeneca



Canada, which is a pharmaceutical organization, has been self-starting a major corporate initiative that positively affects Canadians' health and well-being. It is a value-demonstration and research study demonstrating the value of engaging in workplace health intervention initiatives as valuable tools to maintaining healthy and productive workplaces.

Motivaction™, a first of its kind program that goes beyond typical workplace health screenings as it offers individuals with a diabetes and mental health assessment, worksite biometric screening, coaching with a Certified Diabetes Educator, and a link to a family physician and pharmacist.

Twelve Canadian employers and some 16,000 employees have participated. The pilot has been recognized nationally and internationally for its potential of becoming a model in workplace health intervention programs.

Accomplishing this initiative required the buy-in and support of 15 (and counting) internal cross-functional colleagues and gathering the support of multiple external stakeholders such as life/health insurance carriers, health benefit advisors, workplace health/wellness experts, health economists, governments, disease organizations, employers, and health care professionals such as physicians, pharmacists, registered nurses and Certified Diabetes Educators.

The overarching goal is to provide evidence that investing in workplace health solutions to address chronic conditions such as diabetes yields sustainable value. Helping people to prevent, or slow, the progression of a disease, like type 2 diabetes, through lifestyle changes and treatment options means keeping people in the workplace longer and leading a healthier lifestyle at home.

[Would like to Comment? Please Click Here.](#)



Let IBM help
you navigate
**The Age of
the Employee.**

Learn more today at
www.ibm.com/smarterworkforce

Why Mentorship Programs Stop Working

5 signs

 By Debby Carreau

It is a time-honored tradition in the business world for those who have prospered in their career to share the secrets of that success with new up and coming employees. It is almost a right of passage or badge of honor to become a mentor. Indeed, many great organizations actively support that approach through formal mentorship programs where mentors graduate from a formal mentor training. The mentorship program then begins to partner mentors and mentees using a series of stages to ensure that the two partners get to know each other, their strengths, and the most ideal and productive form of interaction.

Simply putting a mentor and mentee together is not a magic bullet in order to make the most of such an arrangement; a certain amount of discipline and commitment also applies.

When those elements fail, the relationship between the mentor and the mentee becomes problematic.

Here are five signs that your company's mentorship program has stopped working.

#1. The Mentee is Not Committed

Mentorships are only truly successful if there is a sufficient period for the relationship to naturally develop. Think about your oldest and dearest friend and how the two of you met and bonded. A natural sense of curiosity and discovery is present during the early days of friendship, and verbal and mental shorthand eventually develops to the point where both parties often already know what will benefit the other without a conversation even happening. Your mentor may not become as close, but there are still similarities in the relationship. However, as with any kind of camaraderie, it needs to be an equal partnership where both parties see value.

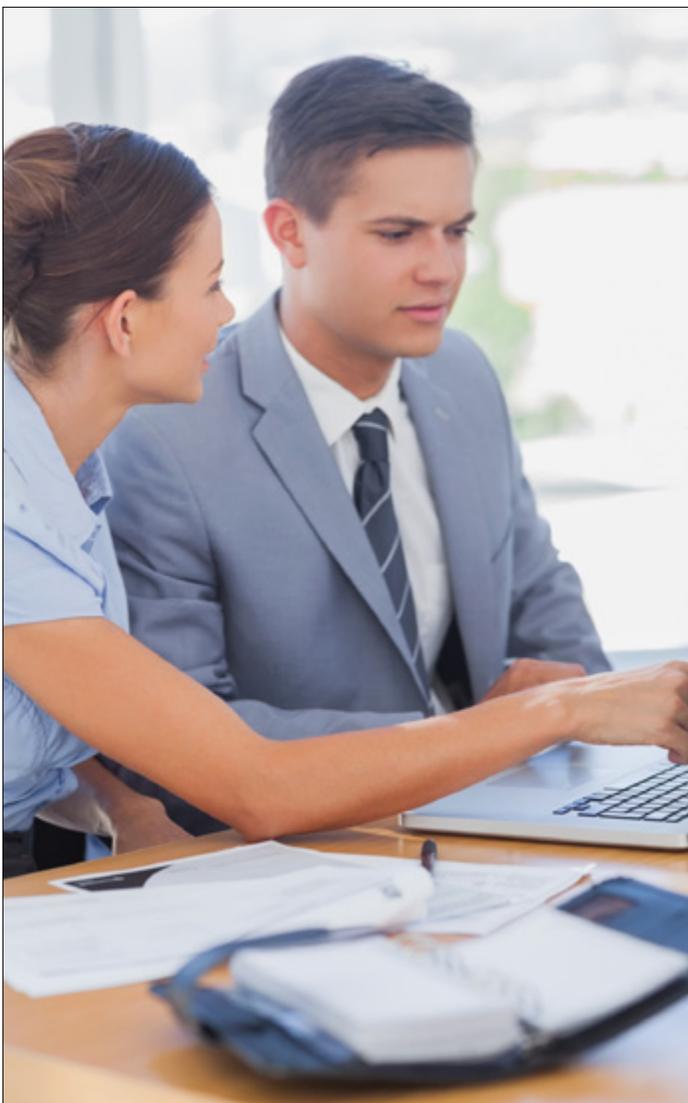
Successful mentoring programs or relationships usually include check-in schedules and suggest optimal meeting length and agendas. If the two parties are not able or committed to spend sufficient time together, there is no way for the mentor to fully know their partner and understand all of the dynamics in play during any given situation. The mentee needs to take ownership of scheduling the meetings, following through on to do items and respecting the mentor's time by being organized and on time. If meetings are so far apart that the mentee spends most of the time working their way through a long list of questions, it does not make for a pleasant interaction. Many mentors comment the sessions feel like an inquisition and not teaching moments.

When the organization pairs up mentors and mentees, it is a little like an arranged marriage, both parties in a mentorship should come to feel like they are trusted counterparts; there just also happens to be a professional dimension to this relationship. However, friendships never truly blossom if there is too much time and distance or too little commitment. If a mentee is not making the effort to connect, chances are that she is not finding the counsel useful and does not know how to politely end the relationship. This can be an especially uncomfortable situation if mentees feel like the mentor does not provide valuable counsel that actually damages their career.

For a mentorship program to truly succeed, it is necessary for the parties involved to periodically reevaluate the relationship to evaluate whether there is still value in the arrangement. If the mentee feels as though they have learned all they can from the mentor, they must recognize there is a logical time the partnership should end. Continuing the relationship will accomplish little.

#2. The Mentor is Not Invested and Open to Learn

When a company asks someone to act as a mentor, they really need to view the assignment as something productive, advantageous and an opportunity to develop their leadership skills.



The mentor must be willing to regularly stick to the time commitment or the relationship will dissolve quickly. If the mentee seems like someone with promise who could prosper under the mentor's guidance, then the task will be a pleasure. If there is ultimately no connection, the relationship will seem less like guidance and more like a chore. Ideally, mentors should genuinely like their mentees and want them to succeed, just as they would feel about someone close to them. Feeling connected to that success improves the outcomes of mentoring relationships. Without that benefit, it becomes unrewarding, unproductive and this negatively taints the experience for both parties.

Mentors should also possess background applicable to their partner's position. For example, the mentee is in a technical role that constantly changes. The mentor might have established herself in this area previously, but without ongoing learning, that knowledge is outdated, making the advice similarly obsolete. Just as friends usually have common interests and share common ground, each partner in the arrangement needs to be on the same wavelength. Mentorships have mutually beneficial components that are clearly laid out.

In today's successful mentoring situations, often coaching is two ways and reverse mentoring can have significant benefits for the mentor if they recognize the opportunity to learn from their mentee. In the developing world, countries like India regard reverse mentoring a business imperative due to a young workforce who is tech savvy. This reverse guidance can keep senior people in the organization relevant well into the sunset of their career.

#3. The Relationship Lacks Relevant Counsel

Mentorships help new workers prosper in their positions and provide them with the best advice on how to deal with certain situations that align with the organization's goals. While we are continuously learning as human beings, intrinsic knowledge does not always help us to a great enough extent when entering new environments especially in the world where technology is progressing at lightening speed. Having someone by your side to advise on the best ways to adapt, endure, and prosper can provide a valuable leg up. This focus on adaptability and change management is often more valuable than a focus on what worked in the past. If the mentor focuses too much on their specific tactics as opposed to management skills the advice can be obsolete and lead the mentee down a disadvantageous path.

If it becomes clear to either party that the relationship is straying from valuable adaptable skills, the original purpose is defeated and must be revisited. Perhaps the mentor is stuck in their own ways that taints the quality of the advice they are offering? If that is ever the case, the relationship is not only pointless, but also damaging to the mentee and the organization. The organization must be prepared to deal with these particular individuals who are valuable performers but not great mentors. The difference between great performers and great mentors can be a distinct and important one in the business world. The organization or individual implementing the mentoring program must clearly understand what skills make a great mentor and select mentors accordingly.

#4. The Mentor Has No More Advice to Offer

Even in the most ideal pairing, there can come a time where a mentor simply runs out of helpful advice to provide. These

relationships are not intended to be permanent and their mentee's position or goals may now stand beyond the mentor's experience, necessitating a change. This is another instance where re-evaluation is valuable.

It can be an honor to associate with someone who has truly excelled in his or her field. However, if the mentoring experience becomes a veteran simply regurgitating stories about "what I did to get here," it is a waste of both individual's time. Pair the mentee up with someone else more suited to their position and goals.

#5. The Mentee is not willing to Establish Their Own Identity

As valuable as mentorship is, some mentees may overestimate that worth. A mentor's counsel is only one data point for consideration and other methods of career advice must be considered as well. The best advice offered by a mentor educates and encourages the mentee so that they eventually tackle decisions using their own accumulated knowledge from both the mentoring relationship and other resources such as continuing education or even on the job experiences. If the pupil is merely doing everything the mentor says, without learning and understanding the reasoning and decision-making process behind that guidance, it serves little purpose. Indeed it can even stunt the individual's professional growth. Mentors draw on personal experience to offer instruction, but ultimately, the pupil must make the final decision.

The best mentoring relationships often continue to evolve into more peer-like affiliations, in which both people are bringing their professional experiences and expertise to the table. However, certain elements need to be in place for a mentorship program to fulfill its purpose. Good advice is critically important, but no one can get it right 100 percent of the time. While mentors' experiences give them a more developed perspective, they are not infallible. Only their mentee can understand all the nuances of the situations they face, and it is their responsibility to take what they have learned and apply it on their own.

The best mentoring relationships help mentees realize to their full potential, as long as the mentee takes ownership of his or her own career and recognize the mentor's counsel for what it is one important but tool in their career toolbox. **LE**



Debby Carreau, MBA, CHRP, is the CEO of Inspired HR, recognized as one of Canada's Most Powerful Women™, and author of *The Mentor Myth: How to Take Control of Your Own Success* (Bibliomotion, 2016)
Connect [Debby Carreau](#)
Follow [@DebbyCarreau](#)

Would like to Comment? Please Click Here.





Samatha K. Montgomery



Name: Samatha K. Montgomery
 Title: Director of Logistics
 Company: Palmetto State Armory, LLC
 Number of people you lead – 117
 Email: sam.montgomery@palmettostatearmory.com
 Visit: www.palmettostatearmory.com



Leadership Excellence Rank

Top Future Leader Award - 35 and Under

Putting People First

Our editorial team interviewed **Samatha K. Montgomery** from **Palmetto State Armory, LLC** at the **Leadership Excellence Awards** this past February. Here are some excerpts from the exclusive interview.

What is your strongest characteristic that you think made you a great leader?

It is my belief that people are the greatest asset of any organization. Over the years, this concept has allowed me to develop as a leader. My leadership style revolves around understanding people. I take a realistic developmental approach and set high standards, not only for myself, but for my team as well. Without the proper investment and utilization of people, the most innovative business strategy could potentially fail. Though this seems to be a very simple concept, it is astounding how this one resource is commonly neglected in many organizations.

Tell us a story of something you have done as a leader that has impacted or inspired others

Mistakes are going to happen. It is inevitable; however, as a true leader, understanding how to properly handle these inefficiencies speaks volumes about your character. I firmly believe that you should praise in public and correct in private. I have no problem publically taking responsibility for any deficiencies within my division, regardless of where the fault lies; however, privately, I use these instances as an opportunity for development. On the contrary, when the team succeeds, I make it a point to ensure that they receive all the praise. I believe these circumstances have earned me a certain level of respect from those that I lead and it empowers them to grow.

The lessons you've learned this year from your leadership experiences

Development does not end with the first lesson or introduction to a process. This is merely the beginning. You must continue to develop your personnel, set measurable standards, and provide feedback for either corrective action or sustained performance. Always provide an honest and professional perspective that builds the individual. Additionally, it is imperative to set realistic and well researched goals. Once the desired goal is reached, it is time to expand upon those experiences and continue to move the organization forward.

One tip or word of wisdom you can share on what made you a great leader and can help others

Develop a value system that starts with integrity. Live by that system whether your team is watching or not. Integrity goes a long way and it is contagious. Once others see you living by that standard, they will be inclined to follow your influence and will trust you as their leader. This establishes boundaries and once you have earned that confidence from your team, increased work production will follow. Establishing a solid foundation is critical to success.

In your personal view, what has been your greatest leadership accomplishment?

Improving the company's logistical posture would be my greatest accomplishment



thus far. We are the most stable and productive we have ever been since the organization's inception. This year many logistical records were broken and the employee turnover rate was significantly reduced. This is a prime example that quality leadership can influence teams in ways that have the potential to reach unimaginable goals. I set

the developmental strategy, the team applies those skills and their success follows.

[Would like to Comment? Please Click Here.](#)



Let's Celebrate LEADERSHIP!

Join 450 SVPs and CLOs at the event known as the "Oscars of Leadership"



Awards Dinner



Influential Speakers



Workshops & Roundtables



Broadcast Worldwide



Sponsorship Opportunities



February 7-9, 2017

Country Music Hall of Fame and Museum
Nashville, Tennessee

SAVE THE DATE!

For more information and participation opportunities, visit www.LEAD2017.com



LEAD2015 Speakers Highlight Video
www.hr.com/inspire



"There are not enough words to capture the special-ness of this event. This is one of the most inspirational conferences I have attended. I laughed and I cried! This is a conference that you truly feel. I don't think there is anything that can quite compare."

- Bianca E. McCann, Global HR SAP Global Human Resources



Michael M. Reuter

SETON HALL UNIVERSITY

Company Name: The Gerald P. Buccino '63 Center for Leadership Development, Seton Hall University

Program Name: The Gerald P. Buccino '63 Center for Leadership Development

Program Director: Michael M. Reuter

Address: 400 South Orange Ave, South Orange, New Jersey 07079, USA.

Call: (973) 275-2528

Email: Michael.Reuter@shu.edu

Visit: www.shu.edu/academics/business/leadership-development/



Leadership Excellence Rank

Certificate Program With Emphasis on Leadership/Organizational Development

From Great To Extraordinary

*Our editorial team interviewed **Michael M. Reuter** from **The Gerald P. Buccino '63 Center for Leadership Development**, at the **Leadership Excellence Awards** this past February. Here are some excerpts from the exclusive interview.*

What is the overall objective of your program?

The Leadership Development Honors Program is the Seton Hall University Stillman School of Business' elite Honors Program. Acceptance into the Leadership Development Honors Program ("LDHP" or the "Program") is highly competitive given the program's unique learning experiences and opportunities, and the high placement rate of its graduating classes.

LDHP's objective is to develop extraordinary leaders who are recognized for the values and principles by which they live, their vision and purpose in life, the outstanding results they achieve, and their service to the community in which they live.

The Program curriculum offers invaluable experiences and opportunities for student growth and development. The Program focuses on taking initiative, seeking opportunities, networking, and enhancing business skills. The curriculum begins during the students' freshman year and continues throughout their collegiate career with numerous advanced leadership courses, such as Leadership 101, the Junior Mentoring Program, and Ideas & Trends.

Who do you impact with your program?

Our target audience is everyone. "Everyone" includes current undergraduate students who are proving their value in internships and our alumni who are leaders in entrepreneurial ventures and Fortune 500 companies. "Everyone" includes our council members who are leaders in their fields and in their communities. "Everyone" includes the many people and organizations that support our students through their coaching and mentoring. In short, the Gerald P. Buccino '63 Center for Leadership Development touches everyone in its broad outreach.

Our Program serves our extended family ... our students, Leadership alumni, Buccino Advisory Council executives, family and the businesses, non-profits, universities and high schools touched by the Program's outreach efforts. Our Council consists of prominent executives associated with prestigious firms and businesses in the New York area and beyond representing multiple disciplines (e.g. accounting, finance, marketing, law, management, non-profit, entrepreneurship and information technology).

Students learn and explore leadership theory in specially designed honors courses. Their academic learning is complemented through exposure to senior executives who challenge and stretch the students in experiential learning exercises and discussions that further develop and hone their leadership skills and competencies. These lessons are reinforced through involvement in Program initiatives, projects involving alumni and executives, and multiple internships in which they participate.

Our Leadership Advisory Council Executives broaden and deepen their own leadership perspectives through their ongoing interactions with our students. They grow from the students' inquiries and insights about what they are learning – those beautiful 'why' and 'why not' questions that invite the executives to rethink for themselves the status quo versus the 'what can be'. The executives also have the opportunity to prepare the students for highly successful professional and personal careers through sharing their life's learnings and experiences.

For example, two of the executives created and implemented a *Crisis Management* course for senior leadership students that introduced the students to the challenges of dealing with highly volatile and unexpected business situations. Another executive, a renowned international motivational speaker and coach, takes our first year students on a *Journey of Self-Discovery* in helping them know themselves first in order to be effective in their leadership of others. Yet another executive presents a course, *Thought Leadership*, to Leadership Seniors to prepare them to be highly effective in their interactions and communications in their professional and personal career journey. Through these robust interactions, executives find personal value and satisfaction in experiencing the growth and development of the students they serve.

Businesses and organizations actively pursue Leadership students for internships and career opportunities based upon their reputation for adding value and their passion for making a difference. Leadership students serve as role models of performance excellence and professionalism in their organizations.

What are the lessons learned this year from facilitating this program?

The Gerald P. Buccino '63 Center for Leadership Development continues to grow and with growth comes great learning. The learning finds its roots in a deeper understanding of the power and results achieved through daring vision, a burning passion and love of what you do, an inspirational leadership that motivates and encourages others, and a deep sense of purpose. The effectiveness of their application serves as a deeply rewarding reaffirmation of the learning and experiences the Program provides – a transformative reality of theory to practice. It really works!

I am reminded daily, as I continue my own life's journey in my role as Director of the Leadership Development Honors Program, that it's all about people - caring for, serving, and helping people to achieve their greatest potential. It is the impact on others that so beautifully and magically communicates the value the Center brings to others. In the Program we teach that when you put people first, they follow you and the organization and team will achieve levels undreamed.

How do you measure the return on investment and success of the program?

"Life is not about how many breaths you take, but about the moments that take your breath away." This beautiful quote captures many of the awesome returns on investment generated by the Program and the students it serves: it's the awesome "aha" moments our students experience when they discover new ideas, see the world differently or, more profoundly, find themselves, their purpose, and their passion for their life's work. It is in the call from an alumnus who, at age 23, tells

of his appointment as AVP at a major bank in New York City. And, it is found in a first year student who achieves an award and 1st place recognition for his work in developing an idea for a new business as a future entrepreneur. It is these many magical and priceless moments that mark the true value and return the Program provides its students.

The return on investment is all about the growth of people and realization of their greatest potential. The Gerald P. Buccino '63 Center for Leadership Development measures success in the Leadership community's involvement, passion, and caring for its family: current students, alumni, council members and the extended family of all those whom we touch and serve.

The Program measures its return on investment not only during one's collegiate career, but beyond graduation. Monthly meetings with the students to discuss what is working, what is not working, and how we can improve, provides an ongoing operational assessment of progress. Our Benchmarking Initiative provides a longer-term look at measuring and analyzing our growth, comparing our Program with other leadership programs to identify new opportunities for growth and success. Our goal is to continually assess the value of what we are doing and what we can, and should, change to achieve greater value.

Job placement statistics are a key indicator of the Program's success in developing extraordinary leaders. Since 2011, all Leadership graduates secured full-time employment or began graduate studies within six-months of graduation. In fact, that particular outcome has seen even greater success the last two years. In 2013 and 2014, one hundred percent of our graduates secured full-time employment or began graduate studies BEFORE COMMENCEMENT! Among the firms employing our graduates include: Morgan Stanley, KPMG, Prudential, Horizon Blue, Johnson & Johnson, Barclays, and ADP.

What lies ahead for the program and how it will continue to succeed?

The Leadership Development Honors Program is always striving for more. Good is never good enough. Great is never great enough. There is always something more to be achieved, and something that will take the Program and our students to the next level of excellence. We continue to foster our connections with high-level executives to create symbiotic relationships between our students and those executives. We are expanding our mentoring programs, student-run initiatives, and alumni outreach. The Gerald P. Buccino '63 Center for Leadership Development will continue to grow by branching out to Seton Hall Law. We will continue to expand our work with other collegiate leadership programs (by a sharing of best practices, experiences, and learnings; and, by helping other colleges and universities develop their own leadership programs) and continue our strong bonds within our family. And there will be more ... so much more. The best is yet to come!

[Would like to Comment? Please Click Here.](#)

Why Clutter Hurts Your Leadership

What you can do about it

 By Barbara Hemphill



It's a simple fact: Clutter is postponed decisions. Many entrepreneurs and managers have cluttered offices—unless they have an organized assistant. If you don't believe it, just start looking around you. Begin in your own organization, and then look in places like the manager's office of your local retail store.

Entrepreneurs and managers think “big picture,” but following through on details can be a struggle. They like to start things, but finishing them can be a challenge. Often the more brilliant a person is, the messier their office. Sorting and filing seems like a lower priority than creating a new product or serving your customer. But is it? It's easy for observers to wonder, “If

someone can't manage their own office, how can they manage a department or a company?”

According to a 2010 study by Brother International, an office products company, the cost of messy desks and time spent looking for misplaced items in corporate America is about \$177 billion annually. That price tag, figuring the time spent daily hunting for misplaced files, staples or documents, added up to 76 hours—or nearly two work weeks—a year. According to the same study, it is also taking a toll on pocketbooks, since nearly one-third of those surveyed failed to get reimbursed for a business or travel expense because they misplaced or lost a receipt.



What is the Problem?

Getting and staying organized is not easy—if it were, there wouldn't be so many highly successful, intelligent, creative people who struggle with it. Unfortunately, organization skills are not taught in school, so unless you were born organized or had a good role model for organization when you were growing up or in a job situation, you're out of luck.

The combination of computers, and a desire to reduce overhead expenses, means fewer administrative assistants, and as a result, messier offices.

Solving the Problem

There are numerous ways an office can be organized, but statistically, most offices simply have too much stuff. Look at each item in your office and ask the question, "Does this help me accomplish my work or enjoy my life?" If the answer is "No," but you're still reluctant to get rid of something, ask "What's the worst possible thing that would happen if I didn't have this?" If you can live with your answer, "donate, recycle, or toss it"—and work happily ever after.

If organizing doesn't come naturally to you, it's unlikely that with even the best system you will have a continuously neat desk, but cleaning it off at the end of the day, or at the very least, the end of the week, will be a cinch if you simply have a SYSTEM (Saving You Space Time Energy Money).

Designing Your SYSTEM: The Magic 6

Half of any job is using the right tool. Here are six tools you can use to eliminate the clutter in your office, and accomplish your work and enjoy your life:

1. In/Out/File

Place three containers on your desk within reach of your chair.

1. One for the items you have not yet looked at.
2. One for items you need to take someplace else—another person's office, the post office, etc.
3. One for items you need to file in a location within your own office that you can't reach from your chair.

2. Wastebasket/Recycle/Shred

Make it easy to get rid of what you don't need. For example, if you have a shredder, but you can't reach it from your chair, use a desk drawer, or a small box under your desk. Then develop a system for actually getting the paper shredded—whether you do it yourself or hire your child to do it!

3. Calendar

One of the biggest contributors to a messy desk is papers that serve as reminders to do something. Keeping an open calendar on your desk for making direct entries can help eliminate this issue. While most of us are great at making appointments with other people, we're not so good at making appointments with ourselves. We need to care for ourselves in order to meet the needs of others.

4. Contact Management System

Another big source of office clutter is papers (and electronic files!) with contact information—names, addresses, phone numbers, e-mails, etc.

5. Action Files

These files should be located close to your desk. They contain the papers you need to work on your current projects. They can be sorted in three different ways:

1) By date (files labeled 1-31 for the current month, and Jan – Dec)

2) By type of action (e.g., "Data Entry" "Expense Reimbursement," "Waiting for Response")

3) By name of project, client, or event

Most people have a combination of the three. For example, the August 15 file might remind you to write a new ezine, while the project file labeled "Ezine Ideas" would contain the information you need to actually write it.

6. Reference Files

These files contain all the papers you may not need on a daily basis, but don't want to throw away. They can be located in or outside your office. Your "To File" box will serve as a place to hold the papers that need to be filed.

Some projects may have both an Action File and a Reference File. The Action File will contain the papers you are currently using on a project, while the Reference File will contain the completed papers that you want to retain for historical or legal purposes.

So here's your challenge: Set aside four hours. Clear your desk by putting everything on it in a box. Set up *The Magic 6* to stop future clutter, and provide a SYSTEM for every new piece of paper in your office.

Maintaining Your Success

Organizing is an art! People often ask, "What should I do?" but the real question is "What will you do?"

No one likes to think about maintenance—but unless you figure out how you can maintain any system, you will fail. You can buy a Lamborghini, but if you don't complete the necessary maintenance, you will soon have a pile of junk. You can go to a health spa and lose a lot of weight, but maintaining good exercise and good eating habits are essential if you don't want to gain back everything you lost. One way to think of maintenance is "plan + habits."

If you know yourself well enough to know you won't maintain it, and you want your office to reflect the quality of the products and services you provide, hire someone to help a few hours a week. Your office will look better, you will feel better, and your leadership will shine! **LE**



Barbara Hemphill is the Founder of Productive Environment Institute, in Raleigh, N.C., a nationally recognized speaker and author of *Less Clutter More Life*. As one of the country's leading productivity and organizational experts she has helped many corporations, such as Staples, Hallmark and 3M increase their productivity and efficiency. Visit www.BarbaraHemphill.com Follow [@barbhempill](https://twitter.com/barbhempill)

Would like to Comment? Please Click Here.





Joe Balistreri



Company Name: Liataud Institute, University of Illinois
 Program Name: Systemic Empowered Community (SEMCO) Training
 Program Director: Joe Balistreri
 Address: 111 W. Illinois St., Chicago, IL 60654.
 Call: 312.442.0900
 Email: info@liataudinstitute.com
 Visit: www.liataudinstitute.com



Leadership Excellence Rank

Certificate Program With Emphasis on Leadership/Organizational Development

Creating Innovative & Empowered Cultures

Our editorial team interviewed **Joe Balistreri, CEO of the Liataud Institute, University of Illinois** at the **Leadership Excellence Awards** this past February. Here are some excerpts from the exclusive interview.

What is the overall objective of your program?

To create innovative and empowered cultures where people love coming to work. We do this by first energizing organizations with a sense of community and higher purpose, and then teaching them how to create self-managed teams where individuals are empowered to make improvements at their work and feel a sense of accomplishment and meaning.

Who do you impact with your program?

Individuals that work as part of teams, or where working as part of teams influence how well they do their work, and how engaged and happy they are.

What are the lessons you've learned this year from facilitating your program?

The program influences a very diverse type of individual and team. We set out thinking the program would influence just the C-Suite executives, but soon found that not only were they influenced but so were the people under them. We also learned that this wasn't just applicable to Corporations (ranging from Fast Food Restaurants to Manufacturing to Global Financial Advisory Companies), but we successfully implemented it with Senior Healthcare Facilities and Hospitals as well.

How do you measure the return on investment and success of the program?

We measure success in a few ways: 1) The most tangible is actually showing the improvements on surveys measuring things like: Teamwork, Employee Engagement and Job Satisfaction. 2) Show actual improvements in Employee Retention and the amount of new innovative improvements developed in the company as a result of the program. 3) And, finally the biggest for us is after the first cohorts of people go through the training, the company is then continuing the training throughout the company.

What lies ahead for the program and how it will continue to succeed?

The Institute just received grants to see if we can apply the program to Certified Nurse Assistants within Senior Healthcare Facilities, and show the same documented improvements in Employee Retention and Engagement. The program will continue to be offered to companies and organizations that understand the value of developing self-managed teams that are empowered to make improvements in their work, and committed to investing in improving their people. We are working with distinguished Universities on making credit courses teaching students how to develop these skills.

Would like to Comment? Please Click Here.



As an employer, are you committed to helping your employees become engaged, better performers and motivated each and every day?

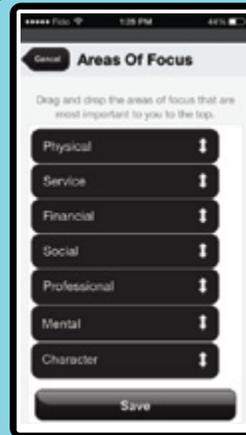
You should and now you can!

The **Personal Excellence App** for Personal Development does this daily: builds alignment, skills, motivation, and much more within your organization. In your brand, you will be able to align content and learning objectives to the key values and objectives you have set for your organization. Map content and exercises to your employees that help your organization achieve its goals while developing all your leaders. In addition, you will be able to embed custom training and content and messages that can reach your employees daily, motivating and inspiring them each and every day.

- ✓ **No software**
- ✓ **In your brand**
- ✓ **Download statistics on employee usage**
- ✓ **Key Performance Indicators for employees**
- ✓ **Align content with Corporate Values and Mission**
- ✓ **Quick Employee Survey and polling**
- ✓ **Add your custom content, or content from our marketplace.**

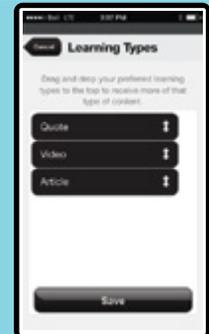
Employees choose the areas of focus they want to work on.

1 Choose area of focus

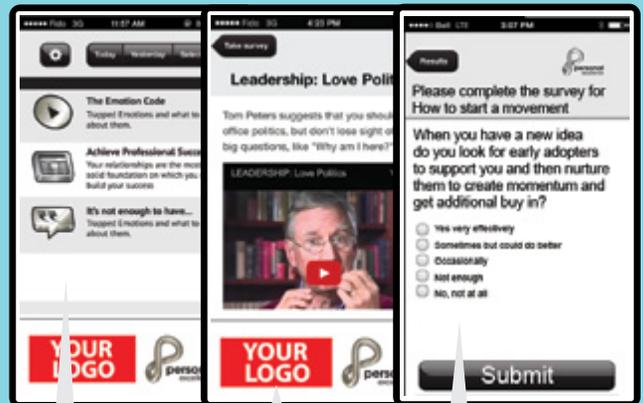


Employees choose how they learn.

2 How employees learn



3 Spend 3-5 minutes of the day



Communicate with your staff.

Brand the app with your logo.

Conduct polls with your employees.

Invest in your employees.

Ask us about bringing this into your organization.

www.personalexcellenceapp.com

[Click here for more information](#)





personal excellence



DOWNLOAD THE PERSONAL EXCELLENCE APP TODAY FOR FREE!

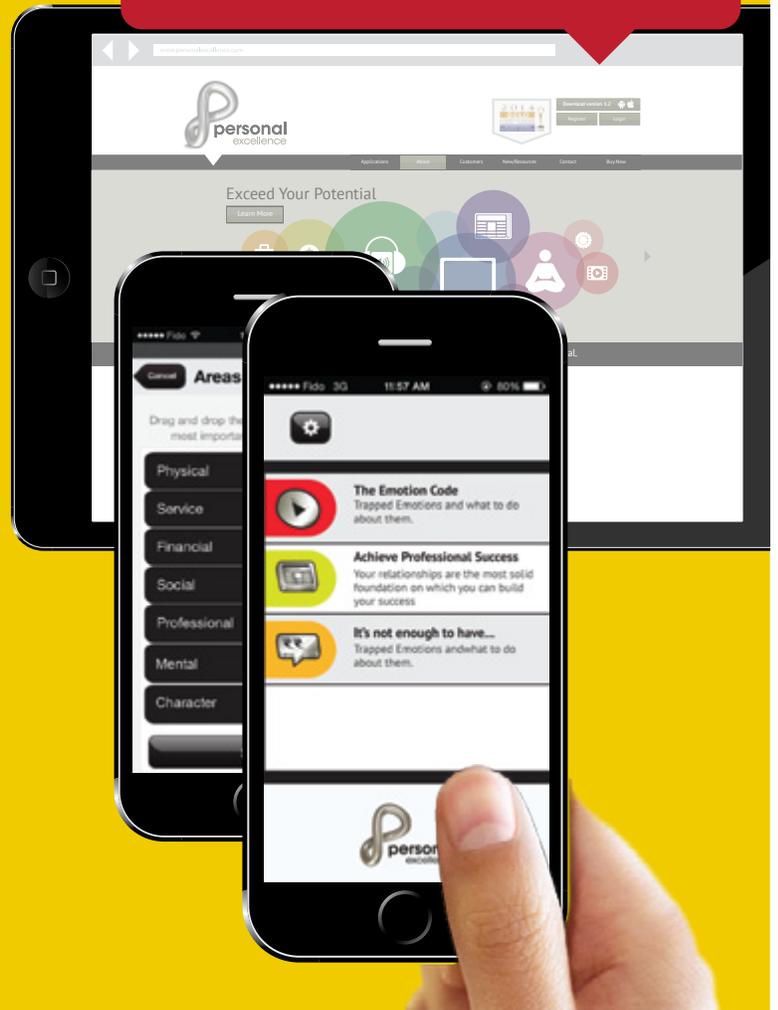
Do you wake up each and every day and say:

"Today I am going to work on becoming a better person,
..a better leader,
..a better role model for my friends and family,
..a better coworker!"?

You can do it in 3-5 minutes a day.

Imagine having a personal coach each and every day to help motivate, inspire, guide and direct you to Exceed your Potential.

The **Personal Excellence App** will introduce you to positive, constructive leadership concepts that will help you clearly define your goals, improve your performance, and enhance your inner self.



Design your Personal Excellence journey by prioritizing these Key Areas of Focus:



Professional



Service



Social



Character



Financial



Mental



Physical



CONNECTINGHR EXPERTS GLOBALLY

Phone: 1.877.472.6648 | info@personalexcellenceapp.com | www.personalexcellenceapp.com



Dr. Merridee Bujaki



Company Name: Carleton University
 Program Name: The Management Certificate for Women, (MCW)
 Program Director: Dr. Merridee Bujaki
 Address: Sprott School of Business, 323 Dunton Tower, 1125 Colonel By Drive Carleton University, Ottawa, ON K1S 5B6
 Call: (613) 520-2600
 Email: crew@sprott.carleton.ca
 Visit: <http://sprott.carleton.ca/our-programs/management-certificate-women/>



Leadership Excellence Rank

Certificate Program With Emphasis on Leadership/Organizational Development

Empowering Women

Our editorial team interviewed **Dr. Merridee Bujaki** from **Carleton University** at the **Leadership Excellence Awards** this past February. Here are some excerpts from the exclusive interview.

What is the overall objective of your program?

The Management Certificate for Women (MCW) is a unique program designed to provide women with an opportunity to develop their management skills in a supportive environment, while having an opportunity to discuss the particular challenges that women face in management roles.

Working with fellow leaders and experienced facilitators in the classroom, participants explore how organizations work, how they can construct paths to succeed in management roles, and how to build lasting professional networks.

Group and individual exercises, personal reflection and the application of management concepts in the work environment serve to reinforce management concepts introduced in the classroom.

How is the target audience impacted by your program?

During the seven month MCW program, the participants grow personally and professionally as they develop knowledge and strategic skills in the following key areas. The program:

- Strengthens the participants' view of themselves as managers and leaders, with an emphasis on managing communications and the successful resolution of conflicts;
- Increases the participants' understanding of organizational relationships and group interactions;
- Enhances participants' skills in devising and delivering business and marketing strategies;
- Fosters an appreciation of cross-cultural communications, gender dimensions in management, and develops negotiating skills;
- Enhances participants' comfort with financial and management accounting concepts and reports;
- Provides opportunities for participants to exercise leadership and decision-making skills; and
- Supports the participant in developing strategies for managing their careers, effective networking, and personal growth.

In the words of some participants:

"My increased confidence level has opened a huge window of opportunities";

"The program has given me invaluable knowledge and skills to pay attention and 'step up' to challenges";

"I have learned to take a chance and come out of my comfort zone";

"I realize now how important it is to be visible! We need to be our own promoters", and

"I have learned how to recognize opportunities and make them a reality".

What are the lessons you've learned this year from facilitating your program?

The mix of participants is very important to the vitality of the program. A balanced mix of disciplinary, sectoral and cultural backgrounds among the participants introduces a valuable dynamic by which the participants learn from each other.

Managing expectations of new participants is also very important. For example, some expect to become subject matter specialists in one or more of the management areas of focus or to have new-found ability to fully resolve a specific problem in one or more areas of their work. This is an unrealistic expectation.

We have also confirmed that application of theories through practical exercises and assignments, which are reviewed by and receive feedback from faculty members, is vital to the participants' success.

We have also identified areas within the program where the participants themselves can take on leadership roles, including within their group projects, in proposing solutions for real-world challenges, and developing their own social networks.



How do you measure the return on investment and success of the program?

Participants provide structured written feedback on each of the day-long sessions, including providing an evaluation of the material's perceived relevance and quality, and the instructional techniques of the faculty instructor.

At the end of each annual program, participants provide structured written feedback on the relevance and quality of the overall program, including the degree to which program themes have been readily applicable in their work environments during the program. Participants are also asked to comment on the three most significant outcomes they have experienced as a result of completing the program and on three specific actions they have undertaken or plan to undertake as a result of participating in the program.

In addition, MCW Alumnae are periodically surveyed as to how their careers have progressed and to what extent they attribute their advancement and other successes to the MCW. The responses show that over 80 per cent of respondents attribute subsequent success, at least in part, to their attendance in the program.

What lies ahead for the program and how will it continue to succeed?

The program is subject to outside review and oversight by an advisory board, comprised of faculty members and business, not for profit and public sector leaders.

The MCW arose from a strategic review of its predecessor program, the Management Development Program for Women. Through these two programs CREWW has offered over twenty years of management education for women. The program has adapted to ensure it remains relevant to its participants and continues to be based on solid and timely research into the world of women at work. Over the years it has benefitted from significant financial support from the business community, in the way of bursaries and research grants.

Beginning in 2015, the MCW was supplemented by a 5 day program for senior women managers. The Advancing Women in Leadership Program has met with a very positive response from attendees and will continue to draw future participants from MCW Alumnae.

In the future, the program will evolve into a distance format for women not able to attend on campus sessions. A first step in this direction is a planned curated video series that will identify and comment on excellent videos relevant to women in management at all levels.

[Would like to Comment? Please Click Here.](#)

Leaders Falling Short?

Coaching for continual change spurs innovation, engagement and high-performing teams

 By Amy Fox

In a 2015 [study](#), 71 percent of companies worldwide said their leaders are not ready to lead into the future. The same survey found half of companies worldwide believe their leaders are not ready to lead their organizations *today*.

Brandon Hall Group's State of Leadership Development Study found critical gaps in training, specifically training targeted for mid-level managers. The highest priorities for improvement identified were developing leaders to become effective coaches, improving their ability to act innovatively and lead high-performance teams.

Why is there a widespread perception that leaders are not ready to lead change, today or tomorrow? The answer lies in the exponential pace of change gripping businesses of all kinds. The same high-paced digital environment that has employees interrupted by apps and collaborative tools every five minutes has also gripped leaders, compounding organizations' problems responding effectively to rapid change:

- Research shows only about [32 percent of U.S. employees are engaged](#) – involved in, enthusiastic about, and committed to their work.
- [66 percent](#) of workers complain they don't have enough time to do their jobs.
- Employees typically have only about [1 percent](#) of the typical workweek to focus on their own training and development.

How can businesses overcome these challenges? Coaching is critical, and not just when a big change or event such as an acquisition rolls around. Managers at all levels must step up to coach to change on a continual business. Here are three steps to meet the challenge:

1. Put Down the Device and Connect: In working with companies large and small across many industries, we have found time and again the need for training boils down to people having real conversations with their managers. Yet managers are bombarded with so much information, they may not take the time to connect with their employees in an ongoing way. To initiate real change, leaders at all levels should make time to disconnect from their phones and devices and connect with employees on a personal level. A simple, "How are you today?" and "How can I support you?" lets employees know you care and prompts them to engage.

2. Spur Innovation through Collaboration: Leaders are defined by their ability to achieve breakthroughs. They must be able to draw connections, innovate, discover, and overcome obstacles to push their teams to meet constant challenges. We all know that collaboration leads to innovation. Yet as leaders we often fall back on being directive and fail to engage employees collaboratively. No doubt there are many circumstances that call for a directive approach, such as reinforcing rules and dealing with insubordination. When we are seeking solutions, however, the answer often lies in brainstorming. Always look for smart ways to leverage your team's strengths and talents. There is real power in collaboration, and it does wonders to motivate and energize employees.

3. Make Training and Coaching Ongoing: Companies often wonder why, if they have put training in place, they aren't seeing the results they are looking for. Often the problem lies with a one-off, check-the-box approach to training. The best forward-looking companies today view training as an ongoing process. Every training program must have a leader-reinforcement component that informs managers specifically what they need to do over time to make change successful and sustainable.

Finally, leaders need to understand that there are predictable, universal sources of resistance in every change situation. It could be employees intentionally dragging their feet in adapting to change and adopting new practices. It could take the form of outright rebellion. Whatever the resistance, leaders who constantly engage with employees won't be surprised when the inevitable resistance surfaces. By constantly connecting, coaching and collaborating, you can identify concerns and respond with strategies and communication to help employees cope, grow, and thrive through change. **LE**



Amy Fox is President, CEO and founder of Accelerated Business Results, a leader in innovative business learning solutions, and a consultant to Fortune 500 companies on leadership development, sales and service excellence, and customer experience training deployment. Amy and her team are driven to meet the diverse training needs of today's organizations, from increased sales performance and product knowledge to leadership, communication and coaching skills.

Visit www.AcceleratedBR.com

Connect [Amy Fox](#)

Follow [@amyfoxabr](#)

Would like to Comment? Please Click Here.





Company Name: Saint Joseph's University
Program Name: Bachelor of Science in
Managing Human Capital
Program Director: Dr. Lucy Ford
Address: 5600 City Avenue, Philadelphia, PA
19131
Call: 610-660-1116
Email: lford@sju.edu
Visit: Saint Joseph's University

Leadership Excellence Rank

1

Degree Program With Emphasis on HR

Developing Efficient Managers

Our editorial team interviewed Dr. Lucy Ford from Saint Joseph's University at the Leadership Excellence Awards this past February. Here are some excerpts from the exclusive interview.

What is the overall objective of your program?

Saint Joseph's University offers a Bachelor of Science in Managing Human Capital. Students may major or minor in this area.

The goal of our Managing Human Capital degree is to develop managers who lead human capital-centric/high-involvement organizations. In addition to simply attracting, developing, and retaining the best talent, creating a human-capital centric organization involves organizing and managing people so that they perform in ways that lead to excellent organizational performance. Students develop an enhanced awareness of the importance of diversity and respect for the individual in this major. In addition, they leave with a better sense of their own career aspirations and how to self-manage as they continue their lives. Overall, through this major and minor we aim to emphasize the individual as a stakeholder, develop thoughtful managers who understand and value the human being, and provide a pathway for students with an interest in careers in HR or Talent Management.

Who do you impact with your program?

We offer this major and minor to both our traditional undergraduate full time day students, and to our non-traditional working adult student body, with classes offered during the day and in the evenings.

What are the lessons you've learned this year from facilitating your program?

The major/minor is only a few years old, and we just graduated our third class last May. The number of majors and minors is growing rapidly, and our students are placing very well when they graduate. We are constantly working to discover how we can better support our students and prepare them for the future, and that includes attending events such as LEAD2016, where we can learn what needs HR has in the next few years. It has been clear since we started this major and minor that many HR degree programs simply aren't meeting organizational needs, and it has been our goal from the beginning to distinguish our students by helping them develop the skills they will need tomorrow, not just the skills they need today. In the last year we have revised our curriculum to further align ourselves to future HR needs, including the addition of required metrics and analytics training, and a continued emphasis on diversity. Our students are standing out in the job market, as they have relatively unique training that truly prepares them for the HR department of the future.



How do you measure the return on investment and success of the program?

The success of the Managing Human Capital major and minor is evident by growth of enrollment, and by the placement of our students in high quality jobs post-graduation, with our corporate partners vying to hire them, and reporting success on the job post-hire

What lies ahead for the program and how it will continue to succeed?

In order to continue to provide outstanding quality of HR edu-

cation, we will continue to deepen our ties to the corporate sector, paying close attention to the direction that HR is headed. We will nimbly adapt, ensuring that our curriculum continues to prepare our students for tomorrow.

[Would like to Comment? Please Click Here.](#)



Emily A. Dennis



Company Name: West Virginia University
 Program Name: Mountaineer Leadership Academy
 Program Director: Emily A. Dennis
 Address: PO Box 6640, Morgantown, West Virginia 26506
 Call: 304-293-8418
 Email: eadennis@mail.wvu.edu
 Visit: www.wvu.edu



Leadership Excellence Rank

1 HR Custom Content Programming - Continuing Ed - Emphasis on Leadership/Organizational Development

Enhancing Leadership Skills

Our editorial team interviewed **Emily A. Dennis** from **West Virginia University** at the **Leadership Excellence Awards** this past February. Here are some excerpts from the exclusive interview.

What is the overall objective of your program?

The Mountaineer Leadership Academy (MLA), an initiative of the Division of Human Resources, offers more than 80 courses each academic year that focuses on increasing the knowledge, skills, and capabilities of all employees to create a collaborative culture through networking and partnerships. The MLA is comprised of five different institutes that are designed to focus on different groups of professionals in order to enhance the leadership skills of current and future leaders of WVU. Participants have the ability to concentrate on several areas based on the five pillars of leadership: individual, interpersonal, managerial, organizational, or contextual skills.

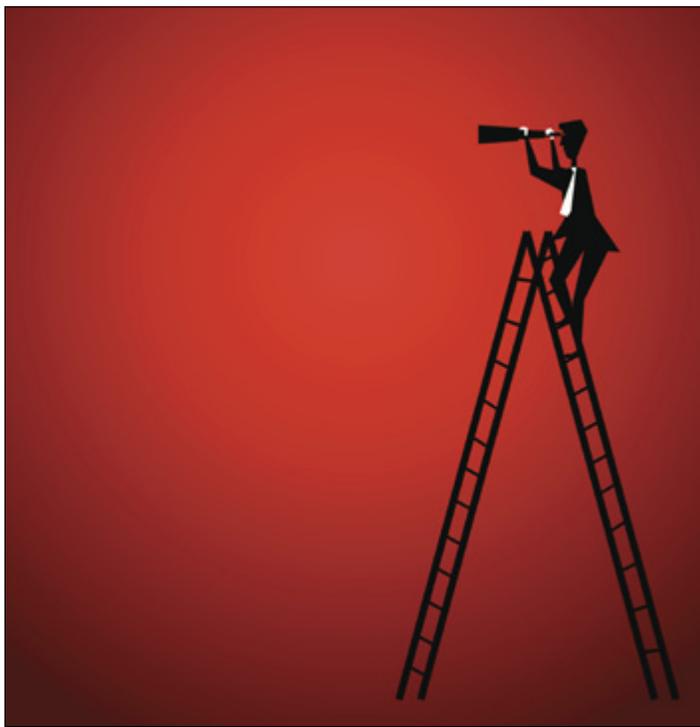
The goals of the Mountaineer Leadership Academy are to:

- a. Facilitate innovative learning opportunities;
- b. Strengthen leadership abilities and performance;
- c. Promote cooperative partnerships; and
- d. Support an employer-of-choice culture.

MLA is growing along with the leadership industry, and we are now able to offer more leadership development choices for more people through our enhanced approach. The academy is designed for WVU personnel and employees who want to expand upon their strengths by learning and innovating leadership skills that enhance creativity and sustain productivity. The MLA develops and refines skills in leadership that foster effective transformation and enhancements. Participants are encouraged to engage in productive conversations that enrich partnerships through networking capabilities and analyze effective leadership skills to enhance a collaborative culture within the work environment.

Who do you impact with your program?

The Mountaineer Leadership Academy focuses on leadership development targeting WVU employees including faculty and staff. Participants at all career levels within the university are invited to participate in the program. Current and past participants have represented several academic and administrative departments with some programs requiring pre-requisites and an application process. Several participants have returned and continued their professional development pathway each academic year. We believe in the on-going empowerment of all of our employees and we focus on continued professional development to establish sustainability to increase work productivity, creativity, and a collaborative culture.



- Trainer Evaluation for each class – How is the trainer transferring knowledge to the learners
- Debrief with each trainer post-class
- Competency Testing
- Appreciate Inquiry evaluation every other year – current/past learners, supervisors, trainers, individual contributors
- Level 4 ROI – what are the tangible results:
 - Reduced cost
 - Improved quality
 - Increased production
 - Efficiencies
 - Revenue

The return on investment for MLA is the shift in culture and change within the University. Through the MLA, employees are breaking down silos and creating opportunities for innovation and sustainability. Employees feel empowered and supported within their professional career and personal goals. About 92% of MLA graduates are still employed at WVU demonstrating that our program assists in the retention of employees. In addition, 29% of those graduates have received promotions after completing MLA.

What lies ahead for the program and how it will continue to succeed?

MLA continuously grows and changes. In 2014, MLA had more employees meeting requirements for graduation than all of the six previous years of existence combined. Employees at all levels and career stages have participated in MLA. To ensure the most up-to-date content is, the Training & Development staff conduct on-going assessment using Kirkpatrick's Model of Training Evaluation and Appreciative Inquiry. Data that is collected includes: employee metrics and statistics, changes in positions, employee promotions, end-of-course evaluations, testimonials, retention rates, etc. MLA develops new, innovative opportunities for our staff to engage in leadership development that is relevant to their daily tasks and projects. MLA is committed to developing new and innovative partnerships with academic schools and departments, community partners, and well-known subject matter experts to offer information and strategies on the cutting edge of leadership development.

In April 2016, MLA is offering a conference with the theme: CONNECT. INNOVATE. COLLABORATE. In addition, research, development, and design of higher-level professional development offerings will serve as extensions to several existing Institutes. WVU is committed to employee development and success, as well as educating a world class workforce and building a learning community that enhances the diversity and richness of our employees.

What are the lessons you've learned this year from facilitating your program?

Each year, the Mountaineer Leadership Academy team focuses on continued improvement, development, and research. When conducting professional development for adult learners, we strive to provide context for our participants. We have learned that it is vital for the success of our participants to intentionally include the connections to the purpose of the programs and simulations into facilitation practices defining where participants are in the learning process and increasing confidence and empowerment of application of the skills and knowledge gained during the academy.

In addition, when empowering our participants, we have learned to listen to their feedback through informal and formal evaluations. This assists our development staff with understanding the needs of our audience and continued assessment is crucial for growth and sustainability. We have learned that the goals of our academy have to align to the mission and vision of the university. Participants and supervisors have come to trust that the content and skills that we are teaching are research-based and valuable in the workplace. This process involves continued reflection and change that is supported by the embracing of a new vision and goal.

How do you measure the return on investment and success of the program?

- Level 1 evaluation for each class – How well did the learners like the learning process

[Would like to Comment? Please Click Here.](#)



INSTITUTE
FOR HUMAN
RESOURCES

HRCI RECERTIFICATION TRAINING

2016

HR.com's Global Education and Certification Service

OUR PROGRAM INCLUDES:

- 5000 On-Demand HR Webinars
- 1200 + eLearning Credits
- 130 + Strategic Credits (SPHR)
- 40 + Global Credits (GPHR)
- 50 + California Credits (PHR-CA, SPHR-CA)



PHR

- 60 General Recertification Credits

Maximum of 20 Webcast Credits.
Unlimited eLearning Credits.

SPHR

- 15 Strategic Business Management Recertification Credits
- 45 General Recertification Credits

Maximum of 20 Webcast Credits.
Unlimited eLearning Credits.

GPHR

- 15 International Recert Credits
- 45 General

Maximum of 20 Webcast Credits.
Unlimited eLearning Credits.

RECERTIFICATION PROGRAM

- Unlimited eLearning Credits
- Unlimited Webcasts
- Unlimited Virtual Conferences
- Credits per Webcast:
 - HRCI / eLearning Credit
 - IHR Credit
 - WorldatWork Credit

Get Completely
Recertified For
\$250

A Serving Leader's Ego

The best results come from genuine teamwork

 By Kenneth R. Jennings and John Stahl-Wert

The following is excerpted from Kenneth R. Jennings and John Stahl-Wert's book, [The Serving Leader](#). In this excerpt, Mike, who has been called to help his dying father's leadership project, goes to visit a company whose leadership style has been an influential part of his father's project. His guide, Ali, is his father's colleague.

"Dorothy is fantastically focused on business results, but at the same time, she was persistent in pointing out the individual contributions of each person. Except in the case of herself."

"Right," said Ali. "I really wanted you to notice that. A defining characteristic of a Serving Leader that you will see again and again around here involves the issue of *ego*. You saw it with Dorothy, and I think you'll see it in every one of our leaders. They direct the credit to others. Dorothy is constantly getting her ego out of the way and building up others."

"So people end up feeling good about themselves."

"Well, that's true. But it's not the most important point. Self-esteem is very important because it sets up a powerful cycle of personal growth, willingness to take risks, persistence, and results. But getting your ego out of the way has an even deeper organizational impact."



I wasn't sure what Ali was getting at, but I was definitely listening. "The Serving Leader handles his or her own ego," Ali continued, "because the best results come from genuine teamwork. The leader turns the pyramid onto its head in order to serve others. When a leader keeps personal ego in check—and builds the confidence and self-esteem of others—it is then possible for the team to work together."

"You're saying that if a leader models the importance of building up others and doesn't care about getting the credit for the achievement, other members of the team will do the same thing."

"Exactly," Ali said. "By putting others first in this way, the Serving Leader is able to catalyze the creation of high performance teams."

"I can see why you love this place," I said to Ali as we walked back to the parking lot. "Their accomplishments are remarkable. How do they pull it off?"

"Hold the analysis for just a second," Ali interrupted. "What did you *feel* here?"

I stopped in my tracks and raised my hands, palms facing forward toward the factory building. I closed my eyes. "I feel the power," I said, poking fun just a little bit at the question.

Ali laughed good-naturedly. "Seriously. Tell me what you felt in there."

"I felt a little puzzled. The leaders seem to—I don't know what else to call it but love—they seem to love their students. And yet this isn't a soft love. They mean business!"

"Strictly speaking, 'puzzled' isn't a feeling," Ali chided, his face kind. "But I'm going to accept your answer. You felt the love. You saw the toughness. And your mind is puzzling over the apparent contradiction of these things."

Okay, so Ali's going to play shrink, too. Fair enough. I'm not famous for trafficking in the realm of feelings. "You're right. I felt the love, and I'm a little confused about what I saw."

"Which means you're going to get it. It's great stuff, isn't it?" he added, grinning broadly at my look of uncertainty. **LE**



Kenneth R. Jennings is a best-selling author, speaker, and active consultant in organizational leadership, serving as Chairman of Third River Partners. Connect [Ken Jennings](#)



John Stahl-Wert is a best-selling author, keynote speaker, and expert in growing great leaders, serving as Director of the Center for Serving Leadership. Together, they co-authored *The Serving Leader* - now revised and updated for the 10th Anniversary Edition and available on Amazon. Connect [John Stahl-Wert](#) Follow [@stahlwert](#)

Would like to Comment? Please Click Here.





Dr. Mayra E. Beers



Company Name: FIU Center for Leadership
 Program Name: Miami-Dade County Public Schools Principals Leadership Development Program
 Program Director: Dr. Mayra E. Beers
 Address: Florida International University, 11200 SW 8th St, MARC 326, Miami, FL 33199
 Email: mayra.beers@fiu.edu
 Visit: lead.fiu.edu



Leadership Excellence Rank

HR Custom Content Programming - Continuing Ed - Emphasis on Leadership/Organizational Development

Driving Organizational Success

Our editorial team interviewed **Dr. Mayra E. Beers** from **FIU Center for Leadership** at the **Leadership Excellence Awards** this past February. Here are some excerpts from the exclusive interview.

What is the overall objective of your program?

The overall objective of the program is to collaborate with educational leaders in Miami-Dade County Public Schools (MDCPS) in providing custom-designed programs and workshops to assist participants in developing facilitative leadership skills to enhance positive student outcomes. Research has consistently provided evidence that principal-leader efficacy has a cascading effect on collaborative leadership and its powerful impact on positive student learning outcomes.¹ For school leaders, creating an environment where positive change can flourish is a difficult task that becomes more acute in burgeoning urban systems where challenges to education delivery are amplified.² Designed using multidisciplinary, research-validated leadership development techniques, the Principals Leadership Development Program (PLDP) is used effectively to complement leadership development initiatives in the nation's fourth largest public school system.

The Center for Leadership's Leadership Competency Builder[®] is at the core of all curriculum design³. These research-based, high-impact leadership competencies provide a framework for leadership development and helps in determining what is most needed for successful leadership across all levels and organizations.

About Miami-Dade County Public Schools:

4th largest school district in the U.S.

- 340,000+ students in MDCPS
- 435 schools
- 100+ countries represented in student population
- 60% of students speak a language other than English at home
- 90% are minority students

Who do you impact with your program?

The target audience for the program is the 435+ principals and their leadership teams who are leading schools in the nation's 4th largest school system, MDCPS. As a broadly diverse, urban school system, MDCPS principals lead more than 340,000 students at 435 schools and centers. Students represent more than 100 countries; 60% of these students speak a language other than English at home, and 90% identify themselves as members of a minority. In this challenging environment, school leaders play a critical role in enabling student success.

What are the lessons you've learned this year from facilitating your program?

Lessons learned this year from facilitating the program reinforce our findings that the importance of leadership training for educational leaders may be underestimated. There is a need to expand the leadership development component of traditional training programs for educators to include new training on the relevance and applicability of developing self-insight and developable leadership skills for educators.

Educational leadership programs generally provide training in the key technical skills needed by school administrators. Based on our Competency Builder paradigm, The Center's educational leaders' programs were developed to complement that training with a focus on essential leadership skills to further assist educational leaders in becoming more effective change agents in their schools. They will be better equipped to lead by improving decision-making and problem solving; implementing more effective communication across all levels; empowering others; and building team morale.

How do you measure the return on investment and success of the program?

There are five ways that we measure ROI for this program: participant evaluations, promotions, efficacy survey, continued rise in levels of engagement, and expansion of programs.



- **Participant Evaluations:** Since inception The Center's program for school leaders has received overwhelming high evaluation scores on the value of the program from participants. Over time evaluations have ranged from 4.8 to 5.0, on a 5-point Likert scale. For the last year, evaluations remained consistent rating the year-long program at 4.9.

- **Promotions:** In just the six years in which the program has been offered, more than 12% of participants have received significant promotions to district level responsibilities.

- **Efficacy Survey:** This year, The Center also surveyed all six cohorts of the program (2010-2015) and the responses again supported the long-lasting influence of the program content presented. The survey elicited a 49% response rate, attested to the long-term value of the material and its applicability (99% of all answers were "agree" or "strongly agree") and 95% of participants regarded the collaboration between The Center and Miami-Dade County Public Schools as valuable.

- **Engagement Levels:** The impressive response rate and strength of the responses to the efficacy survey is evidence of the program's continued impact on participants. Attendance at other Center events and interest in the work of The Center continues to rise among program alumni.

- **Expansion of Programs:** The success of the program has also led to an exponential expansion of The Center's collaboration with M-DCPS in leadership development strategies. To date, there are nearly 240 MDCPS administrators who are alumni of Center programs with an additional 180 participants expected to graduate during this academic year – a 600% increase since program inception.

What lies ahead for the program and how it will continue to succeed?

The programs for school leaders developed and presented by the Center for Leadership at Florida International University have achieved remarkable resonance and applicability across all levels of public schools in Miami-Dade County. This powerful cascading effect is reaching and rooting deep into the public school system providing yet another tool for impacting positive student outcomes for the long-term. We look forward to reaching out ever more broadly across the system and expanding this work to other school systems in our state and ultimately on the national level.

Notes

1 Leithwood, K., Seashore Louis, K., Anderson, S., & Wahlstrom, K. (2004). *Review of research: How leadership influences student learning*.

2 Knapp, M. S., Copland, M. A., Honig, M. I., Plecki, M. L., & Portin, B. S. (2010). *Learning-focused leadership and leadership support: Meaning and practice in urban systems*. Seattle, WA: Center for the Study of Teaching and Policy—University of Washington.

3 Hiller, N. J., Novelli, S. O., & Ponnappalli, A. R. (2016). *Leadership Competency Builder*. FIU Center for Leadership, Miami, FL. Retrieved from <http://lead.fiu.edu/the-leadership-competency-builder>

Would like to Comment? Please Click Here.



Dr. Claudia Fernandez



Company Name: Association of Public and Land Grant Universities
 Program Name: The APLU Food Systems Leadership Institute
 Program Director: Dr. Marshall Stewart
 Address: NC State University CB 7601
 Raleigh, NC 27695-7601
 Email: Marshall_Stewart@ncsu.edu
 Visit: FSLI.org



3 Leadership Excellence Rank
 HR Custom Content Programming - Continuing Ed - Emphasis on Leadership/Organizational Development

2 Leadership Excellence Rank
 OpenEnrollment - Continuing Education With An Emphasis in Leadership

Preparing Leaders For Challenges

Our editorial team interviewed **Dr. Claudia Fernandez, Director of the Leadership Core and the Executive Coach for FSLI from The University of North Carolina** at the **Leadership Excellence Awards** this past February. Here are some excerpts from the exclusive interview.

What is the overall objective of your program?

The Food Systems Leadership Institute (FSLI) works to develop leadership competencies around holistic approaches to complex food systems for those from higher administration in academic systems and those from the food and agriculture-related business world. Our goal is to help leaders be prepared for the challenges at the highest levels of administration in their respective fields and places of work and also to be the best leader they can be in their current role.

The six over-arching objectives are that program Fellows will:

- Consistently articulate a broad, integrated food systems perspective focused on healthy humans, environments, communities, and economies.
- Be skilled at bringing together multiple constituencies to focus on major food system challenges, issues, & opportunities.
- Influence and commit to the organization's values, goals, and strategic directions.
- Advocate for change within the organization consistent with the food system vision.
- Serve broader and more diverse constituencies.
- Create positive changes to impact the health of citizens, the environment, the economy, and local communities within their respective states/areas.

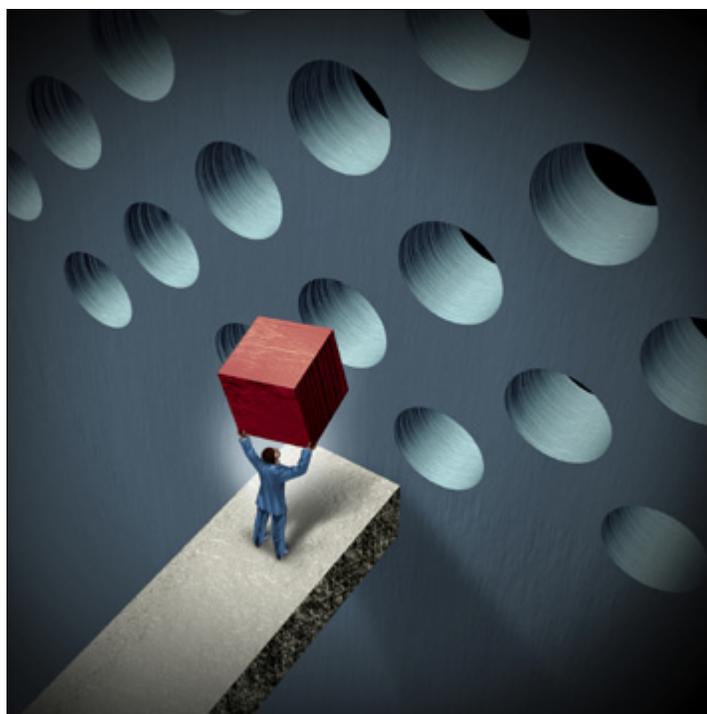
Who do you impact with your program?

FSLI is targeted for leaders from three sectors: higher education, business, and government. Participants from higher education have included a wide range of administrators, from University Presidents to Deans to Department Heads and Chairs. Business leaders have included those from food companies as well as large, global nutrition and pharmaceutical firms. Government leaders have attended coming from USDA and the Economic Research Service and from the State Department of Agriculture.

What are the lessons you've learned this year from facilitating your program?

We have spent the last couple of years studying the impact of FSLI and have found that participants report having a better skill set and using those skills to a greater

degree than before their FSLI experience. It turns out that these differences are strongly statistically significant, translating to quite large changes in both skill strength and skill use. What was really exciting was that these changes persisted for 1-3 years—this means that the FSLI experience has that elusive quality of being “sticky” in that participants learn, retain what they learn, and use what they learn (this data is being published in the *Journal of Leadership Education*). That’s what makes FSLI a good investment on the part of the sponsoring institution. And that’s what makes FSLI Fellows so highly sought out when it comes to job opportunities.



How do you measure the return on investment and success of the program?

Our ROI is really about how Fellows give back to their institutions and communities. Through their personal leadership projects they better their home organizations or the communities which they serve. Return on investment is also measured in their becoming better leaders and administrators, with and many moving up to positions of higher authority and influence. We have found that more than 33% of Fellows “move up”, gaining promotions or administratively higher job titles, even though career progression is not the stated goal for most upon entering the program. These Fellows have become University System Level Presidents, University Presidents, Provosts, Deans, as well as Department Chairs and Heads, and President of the Faculty Senate. From the Industry side nearly every participant has progressed, some

into global level leadership. That is an impressive track record given that FSLI accepts between 20-25 Fellows each year and is currently working with its 11th Cohort.

Here are some quotes from program alumni:

“For me, the Food Systems Leadership Institute was a life-changing leadership challenge. The program provided essential tools related to personal and organizational leadership, helped identify strategies for leadership success, and taught the impacts of successful partnerships and collaborations. I would not be in an upper-level administrative leadership position today without this experience.”

Richard H. Linton, Ph.D.
Dean of the College of Agriculture and Life Sciences, North Carolina State University

“I had had a few leadership experiences prior to FSLI, however, none compared to this experience. The opportunity to learn from amazing mentors and to grow side by side with other colleagues was exceptional. We learned about ourselves and how we work with others, the environments in which we work, and how to be effective leaders and change agents. The FSLI experience has been instrumental in my own career path and I highly recommend it to others who are considering leadership in universities or the agriculture sector.”

Dr. Mike Mullen
Vice Chancellor and Dean
NC State University
Division of Academic and Student Affairs

What lies ahead for the program and how it will continue to succeed?

Great partnership has been the key to creating a world class program that has led to FSLI’s success. North Carolina State University, The Ohio State University and Cal Poly at San Luis Obispo each offer one of the three onsite intensive trainings that are a core component of FSLI. A robust distance-based program, including ongoing executive coaching for the Fellows, helps participants continue and personalize their learning back at their home organizations. The curriculum teaches highly effective skills and best practices, which help leaders to be excellent communicators, skilled at building teams and culture, negotiating, and adept at leading change. The curriculum also continually evolves to respond to the ever changing nature of the food system environment, the development of technology, and the changes in the political and economic climate that impact both the food industry and higher education itself. Program Fellows rate FSLI as “excellent”. Alumni send their team members to it for their own growth and development. The challenges for FSLI are really two-fold: meeting the demand for inclusion while maintaining the intimate quality the experience affords, and sharing what we’ve learned about how to develop leaders with others in the field.

Would like to Comment? Please Click Here.

Women In Management

How we can support young women

 By Lisa Haugh

I'm raising two boys, so I actually think quite a lot about gender equality and how I can make sure my kids grow up with an awareness of and sensitivity to the challenges women face personally and professionally. I try to show them by example that a woman can be an involved parent *and* pursue ambitious career goals *and* be effective in an executive leadership position. My 14-year-old was reading something recently that cited the low percentage of women in corporate leadership roles and he asked me why that's the case. As we know, it was an insightful question and a difficult one to answer.

My son then shared his own observation: the girls who were outspoken in grade school tended to clam up once they got to middle school. Entering the teen years and entering the workforce are both events when we become acutely aware of differences between the sexes - some real, some only perceived. Udemy is honestly the first company where I didn't observe any tension around gender stereotyping and was one of the few that included a woman as leader of the engineering organization.

However, just because I've found a hospitable working environment doesn't mean I'm not concerned about challenges women still face in most workplaces. Indeed, until every company establishes an environment where inclusion is the norm and everyone feels equally empowered to be leaders, all women will be impacted.



I have a few ideas for how we can support young women as they grow in their careers to ensure they continue to aim high:

- **Equality in family leave:** Mark Zuckerberg's [announcement](#) that he'd be taking full parental leave was met with both celebration and cynicism. Despite any progress, most people and companies still default to the assumption that childcare is primarily a woman's responsibility. While my husband gets asked why he needs to stay home with a sick kid, the reverse has never been asked of me. We need to rid ourselves of this outdated notion that women should always be the ones to put work on pause for family needs, be it child or elder care. Young women need to see it's okay to set their own priorities and manage their families how they choose and not be judged for it.

- **Peer support & role models:** If you're a woman in a leadership position, be out and proud. Use your bully pulpit to advocate for change and be available to younger women who might see themselves following in your footsteps. Reach out if they don't approach you first. Be honest but encouraging and stay connected as they navigate workplace barriers. Male leaders need to step up too and think about their own behaviors and explore potential unconscious biases. Give equal time and support to your direct reports of both sexes, and if you see a young woman with leadership potential, go out of your way to smooth her path and let her know you have her back.

- **Manager training:** [The Bain & Company report](#) explains how frontline managers can affect whether their female direct reports aspire to leadership or drop out. Companies need to do a better job equipping managers with the mindset and skills to nurture ambitious young women. At Udemy, one thing we've done is move from once-a-year performance reviews to regular, ongoing conversations between employees and managers. Not only does this keep managers more in tune with how people are feeling about their professional growth and career prospects, but it helps build relationships where both parties can gradually become more comfortable speaking openly.

- **Choose your partner carefully:** My last bit of advice might stir up controversy, but I think it's an important area where young women need to look out for themselves. To them I say, have the hard conversations early and often with your life partner about what each of you envisions for your future together -- in your careers, your home life, and your family planning. Women need strong, secure partners who are more than willing to share the load of non-work responsibilities. Men face pushback at work when they prioritize family too, so be sure you're both okay with compromise and sacrifice as you pursue your dreams together. **LE**



Lisa Haugh is the Vice President of People and General Counsel at Udemy. A decorated executive with more than 15 years of experience working with range of startups and mature companies, Lisa leads all of Udemy's legal and human resource functions, including all hiring, training, and diversity efforts. Connect [Lisa Haugh](#)

Would like to Comment? Please Click Here.





Make HR Certification a Part of Your Continuing Education

Our HR Certification Courses average a 93% pass rate among participants

HR.com 2016 Study Program Materials:

- Our program includes the entire set of materials from **HRCP** (Human Resources Certification Preparation)
- Materials include: **6 Study Guides, 100s of Flashcards, and over 800 online practice exam questions**
- 20+ hours of on demand, expert instruction



Course Scheduling:

Two Different Ways to Study

- 1 • **16-Week Comprehensive Program**
 - Classes starting Jan, Feb, and March
 - 2 classes per week
 - Evening Hours (5PM, 8PM, 10PM)
- 2 • **Self-Paced eLearning Course**
 - Accessible anytime, and anywhere with internet access
 - User friendly learning platform, featuring 20+ hours of instruction

www.hr.com/prepcourse



What separates **Institute for Human Resources** from other study methods?

16-WEEK COMPREHENSIVE COURSE

- **30 hours of live, instructor-led online sessions**
- **Our instructors serve a mentorship role**
- **Instructors keep you studying** on a carefully scheduled timeline
- **Maximum class sizes of 30 students** will ensure that you get the attention that you need to be successful

SELF PACED EARNING COURSE

- **User-friendly learning platform** tailored specifically for HR Certification Exams
- **20+ hours of interactive instruction and tutorials**
- **Includes complete learning package** (Study Manuals, 800 Practice Questions)



Dr. Susan Johnson



Company Name: Texas Comptroller of Public Accounts

Program Name: Texas Comptroller of Public Account's Steps in Leadership: Team Lead Development Program, Management Development Program and Leadership Academy.

Program Director: Susan Johnson Ph.D.

Address: 111 E. 17th Street Austin, Texas 78701

Call: 512-463-3942

Email: susan.johnson@cpa.texas.gov

Visit: <http://comptroller.texas.gov/leadership-development/>



Leadership Excellence Rank

HR Custom Content Programming - Continuing Ed - Emphasis on Leadership/Organizational Development

Competitive Leadership Program

Our editorial team interviewed **Dr. Susan Johnson** from **Texas Comptroller of Public Accounts**, at the **Leadership Excellence Awards** this past February. Here are some excerpts from the exclusive interview.

What is the overall objective of your program?

Our vision is to offer a leadership program that is available to all employees that is equal to or better than local universities or what is available commercially.

Who do you impact with your program?

Our programs are geared to team leads, supervisors, managers, directors.

What are the lessons you've learned this year from facilitating your program?

Our programs support our agency's succession planning. It is critical to have executive support in both participation and funding. The application of skills learned is critical for future success of participants.

How do you measure the return on investment and success of the program?

We measure our return on investment by monitoring the promotion path of program alumni. Several program graduates have received promotions or moved on to pursue advanced employment away from the agency. The programs strengthen our succession plan by developing future leaders.

What lies ahead for the program and how it will continue to succeed?

With continued executive support, our programs will flourish. We expect to serve an increasing number of participants.

A significant component of the Leadership Academy is the completion of Action Learning Projects. These capstone projects require participants to solve real agency problems using the skills learned and present findings to their peers. Our agency receives a great return on investment from the research and findings of these projects.

Another mark of continued success is the desire from past participants to begin an Alumni Association. With this implementation, our agency's leadership will continue to develop and network with each other.

Would like to Comment? Please Click Here.



Lynda Lloyd



Company Name: Community College (NWACC)
 Program Name: Leadership NWACC
 Program Director: Lynda Lloyd
 Address: One College Drive Bentonville, AR 72712
 Call: 479-619-4248
 Email: lloyd@nwacc.edu
 Visit: www.nwacc.edu



Leadership Excellence Rank

HR Custom Content Programming - Continuing Ed - Emphasis on Leadership/Organizational Development

Identifying And Developing Outstanding Leaders

Our editorial team interviewed **Lynda Lloyd** from **NorthWest Arkansas Community College** at the **Leadership Excellence Awards** this past February. Here are some excerpts from the exclusive interview.

What is the overall objective of your program?

Leadership NWACC seeks to embrace the American Association of Community College Competencies for Community College Leaders in pursuit of the identification and development of outstanding leaders within the NWACC community. As the College continues to experience dynamic change, internal leadership is crucial to continuous improvement as a strategic initiative. Leadership development of NWACC faculty and staff demonstrates valuing people as a cultural norm, improves employee morale and is a function of effective people management.

Who do you impact with your program?

Ultimately, the target audience impacted is the entire community; however, participation is currently limited to full time staff, employed at Director level or above, and all fulltime faculty.

What are the lessons you've learned this year from facilitating your program?

Support from the College President and Cabinet is critical in terms of endorsing employee time away from regular job duties and the financial investment needed for quality programming. Participant expectations must be exceeded throughout the program in order to maintain engagement and participation. Specific guidelines regarding time commitment and course content requirements are sent to nominees for review prior to their acceptance. We strive to maintain standards of excellence in content and design which allows us to balance requirements from participants for successful completion of the program. The program is evaluated continually and adjusted as indicated for maximum impact and results.

How do you measure the return on investment and success of the program?

Naturally, promotion, increased level of position responsibility or salary increases are preferred and easy measurements. While these changes do occur, the reality within state agencies is that funding is heavily regulated and not as readily available as it sometimes is in the private sector. It is also not unusual for educators and educational administrators to value their contributions to learning and society over income levels and position stature. We rely heavily on participant feedback, engagement of participants in activities that support continuous quality improvement, strategic planning



and employee satisfaction. Group projects are an integral component of our program. Participants are given a budget and asked to develop a sustainable project that benefits the organization as a whole. These projects are quickly becoming a success factor in terms of how this program benefits not only the individual participants, but the entire college community. Another significant phenomenon is that, through comprehensive content development that crosses divisional functions, this program has succeeded in bridging the gap between faculty and administrative development within education. A transition moment for us this year was to have faculty requesting a nomination to participate in this program alongside college administrators.

What lies ahead for the program and how it will continue to succeed?

We know that restricting the program to Director level and above limits the life of the program. Within the next two years, we will

move to an application process with stringent criteria for participation. Keeping the number of participants low each year not only allows for program sustainability, but results in increased focus on the individual, and provides an avenue to meet increasing budgetary restrictions in providing such diverse curriculum that commands a certain amount of travel, external presentors, and personal growth assessments. Quality programming remains a priority. In the fall of 2016, we will launch a program, S.T.E.P. U.P., aimed at engaging and developing new and front line employees towards participation in Leadership NWACC.

[Would like to Comment? Please Click Here.](#)

How's Your Development ROI?

Shedding light on our leadership development crisis

 By Sara Canaday



Here's the very-expensive problem. According to DDI's [Global Leadership Forecast](#), organizations worldwide spend \$50 billion per year on professional development, but only 37% of leaders describe their development programs as "effective." Ouch. For the record, that low approval rating isn't a fluke; it's been flat for seven years. I'd say that qualifies as a crisis.

In any other area of a corporation, that kind of return on investment would be unacceptable. Professional development seems to be the exception. This could explain why the World Economic Forum's [Global Outlook](#) ranked lack of leadership as the third largest challenge for organizations over the next 12-18 months.

What's behind this costly development disconnect?

A number of factors could be contributing. Sometimes training programs are fragmented or outdated. Off-the-shelf or one-size-fits-all systems don't always translate across industries and borders. Inconsistent investment is also to blame—wild variations from year to year or focusing solely on development for one level of leadership.

In my work with hundreds of corporate leaders, I've repeatedly observed another factor that undermines development progress. Most training courses are designed to help participants build action-item skills: *how to "do" something better*. Curriculum often includes improving time management, mastering finance for non-financial managers,



enhancing teamwork, resolving conflicts, managing change, or analyzing performance metrics. All of these skills are important, but they do skip over the essential foundation: how to “be” something better. I’m talking about the skills related to self-awareness, like understanding our emotions and motivations.

I totally understand why training program designers might tend to sweep those intangible skill courses under the rug. They probably won’t sell as well for results-focused decision makers and time-crunched participants. But if we’re repeatedly spending \$50 billion to accomplish a goal that is less than 40% successful, it’s time to rethink how we approach this problem.

Why is self-awareness so critical?

A *Forbes* article titled [“Return on Self-Awareness”](#) documents the research used to confirm the value of this practice. Leaders who have developed their self-awareness and make internal reflection a daily operating procedure tend to be more successful. Think about how that translates to the workplace on a daily basis.

- Leaders who build strong teams understand how their natural tendencies, moods, and behaviors impact the people around them, and they act accordingly.
- Leaders who command respect and confidence know how to make stakeholders feel valued for their input while moving forward with the best decisions for the company (even if those aren’t the most popular decisions).
- Leaders who garner trust know how to be appropriately transparent, share their feelings, and tactfully explain the rationale behind their decisions.
- Leaders who listen and empathize are better coaches than those who just advise and instruct.
- Leaders who leverage collective wisdom and diverse thinking recognize their own knowledge gaps and appreciate the value of others’ experiences and perspectives.
- Leaders with real influence know how to inspire and persuade without forcing.

Researchers with the Korn/Ferry Institute tested this concept by analyzing 6,977 self-assessments from professionals at 486 publicly traded companies. They also tracked the stock performance for those organizations over 30 months (July 2010—January 2013). The [findings were reported by analysts David Zes and Dana Landis](#):

“Self-awareness...appears to correlate with overall company financial performance. Companies with the greatest percentage of self-aware employees consistently outperformed those with a lower percentage.”

This study is just the tip of the iceberg. Scientists and researchers around the globe continue to prove this powerful link, and new reports that validate these findings seem to pop up every month.

How can we improve the ROI of our leadership development?

From a corporate standpoint, don’t overlook development programs that aren’t specifically related to action items with tangible results. Helping leaders develop and expand their self-awareness is an investment that will pay off. It’s a proven fact.

Second, identify the behaviors that create your company culture: define how work gets done, how people treat each other, how they approach change, how they handle uncertainty and adversity. With that knowledge, you can begin giving your leaders the tools to make positive changes in the culture, beginning with their own thoughts and behaviors. When those changes trickle down to every level of the company, bottom-line impact is the inevitable result.

An excellent starting point for this different approach to development is using psychometrics that help leaders understand their personalities and communication styles. In particular, 360 assessments can reveal their strengths and weaknesses relative to optimal leadership competencies and behaviors.

To sustain this mindset long-term, create an ecosystem that supports self-development. Beyond offering related training programs, encourage peer coaching and accountability partners. Provide access to leadership coaches who can help professionals explore some of the blind spots that could be holding them back. This is an extremely valuable exercise for leaders (and high-potential leaders), whether they gather regular feedback as part of a corporate initiative or on their own. Discovering strengths to leverage and problems to correct has the dual benefit of accelerating careers *and* corporate performance.

Why is this an urgent matter?

Failing to incorporate self-awareness training will further contribute to what the Center for Creative Leadership calls “our current leadership deficit.” After studying thousands of professionals worldwide, the organization concluded in a [2015 White Paper](#) that today’s leaders lack the skills they need to be effective across all 20 leadership competencies they measured (things like compassion, composure, relationship-building, putting people at ease, and inspiring commitment). Those poor results were consistent across different organizational levels, industries and countries.

“According to DDI’s Global Leadership Forecast, organizations worldwide spend \$50 billion per year on professional development, but only 37% of leaders describe their development programs as “effective.”

This staggering skill gap despite billions of training dollars spent every year clearly indicates a leadership development crisis. As more and more studies document the financial benefits of leaders with greater self-awareness, companies that choose to elevate this as a development priority are poised for greater success in the years ahead. **LE**



Sara Canaday is a nationally recognized leadership expert, keynote speaker and owner of Sara Canaday & Associates, a consulting firm based in Austin, Texas. Sara is the author of the business book, “You—According To Them: Uncovering the blind spots that impact your reputation and your career”. Visit www.SaraCanaday.com
Follow [@saracanaday](https://twitter.com/saracanaday)
Connect [Sara Canaday](https://www.linkedin.com/in/saracanaday)

Would like to Comment? Please Click Here.





Dr. Donald Conlon



Leadership Excellence Rank

HR Custom Content Programming - Continuing Ed - Emphasis HR



Leadership Excellence Rank

Master Program with Emphasis on Leadership/Organizational Development

Developing Forward-thinking Solutions

Our editorial team interviewed Dr. Donald Conlon, Eli Broad Professor of Management and Management Department Chairperson from the Broad College of Business, Michigan State University, at the Leadership Excellence Awards this past February. Here are some excerpts from the exclusive interview.

What is the overall objective of your program?

From motivating individuals and mobilizing teams to making strategic decisions and implementing long-term plans, the overall objective is to challenge students to develop forward-thinking solutions to some of the most important issues impacting organizations today. The curriculum offers a well-balanced blend of theoretical insight and pragmatic skills students can apply right away.

Who do you impact with your program?

Our program is designed for passionate, hardworking, team-oriented professionals looking to maximize their potential in managing people and leading organizations. Ideal candidates have a high degree of advancement potential into an organizational leadership role and possess important personal and managerial attributes. In fact, multiple students have been promoted and taken on strategic roles either during or after completing this degree... while still maintaining family and career commitments. For example, [Ryan Farage](#) (from the inaugural cohort), elevated his extensive operations, marketing and finance background with what he learned about problem solving, strategic planning, negotiation and motivating employees, moving from managing U.S. Sales Operations to managing Global Dealer Development Strategy at Harley-Davidson Motor Co.

What are the lessons you've learned this year from facilitating your program?

First, our students have set high standards for themselves. This makes facilitation a pleasure, because the students are genuinely focused on learning. It means they work with an intensity and drive to not only learn the material, but to reflect upon it and offer meaningful comments and critiques, which are often times based on a wealth of real-world experience. A second thing I have learned is that our students have high expectations for what the MSMSL program delivers. It is very similar to the high expectations held by our Executive MBA students, which is not shocking as



Company Name: Michigan State University
 Program Name: Master of Science in Management, Strategy and Leadership
 Program Director: Glenn Hodges
 Address: Department of Management, N 475 BCC, 632 Bogue Street, East Lansing MI 48824
 Call: 517-355-1878
 Email: ms-mgt@broad.msu.edu
 Visit: <http://management.broad.msu.edu>





their profiles are very similar. From a practical standpoint, this means that the lectures, assignments, grading, communications, student interactions, LMS and all other aspects of the program are expected to be at the highest level. In particular, there is an expectation that the facilitators are experts in their respective areas and can provide new, compelling and actionable knowledge to our students. A final thing I have learned is that our program has benefitted greatly by its diversity. Not only do we have meaningful minority and female representation in our program, we have a large number of military and government employees who bring a unique perspective to our program. In addition, we have students with a broad range of experience, from three to more than 35 years, and a breadth of industry and international experience. As a result of all this diversity, our students benefit from hearing many different perspectives. This greatly enriches their respective learning experiences.

How do you measure the return on investment and success of the program?

Given the financial challenges faced by most colleges and universities, there were, of course, expectations to meet certain financial returns for the program. To date, these expectations have been fully met, which is primarily a result of the strong positive reaction to the MSMSL program. As a result, we have had large numbers of highly qualified students apply to the program. This has allowed us to be selective with the students we have admitted to the program, while having large enough cohorts to be financially successful. Beyond the financial aspects of the program, it is our goal to set high standards and to be recognized for providing a very high caliber education for our students. It is our expectation that our efforts to meet these high

standards will be reflected in our graduates' ability to excel in their chosen careers, which will provide them with opportunities they would not otherwise have been able to realize. This is the most important measure of success for the MSMSL program. If we are helping our students to perform at the highest levels and achieve career success, then we have done our job well. We hope to witness their growth and career progression as we maintain relationships with our alumni years after they complete the program.

What lies ahead for the program and how it will continue to succeed?

The MSMSL program is still in its relative infancy. We have recently graduated the first two classes, with the third class set to graduate in May of this year. We are working hard to insure that we learn from our students and incorporate their recommendations for improvement into all our activities. Beyond this, we are driven to innovate in terms of pedagogy, technology and program offerings. This desire to innovate within the MSMSL program was recently recognized by our winning the Lewis Quality Award for innovation. This was a campus-wide recognition, of which we are very proud. We have also begun to garner external recognition for innovation and program quality, which is why we were invited to this event, and have performed well in other rankings such as those by US News & World Report. The key point for us is to always look to the next frontier of excellence, which will enable us to move our program forward despite increasing competition from other programs.

[Would like to Comment? Please Click Here.](#)

Upcoming Virtual Events & HR.com Webcasts

Virtual Events

	Schedule	
Employee Benefits and Wellness	May 11, 2016	October 5, 2016
HRIS and Payroll	September 20, 2016	TBA
HR Strategy and Planning	May 18, 2016	November 16, 2016
Leadership	September 27, 2016	TBA
Recognition and Engagement	May 3, 2016	November 2, 2016
Talent Acquisition	April 20, 2016	October 26, 2016
Talent Management	July 12, 2016	TBA
Technology Enabled Learning	September 14, 2016	TBA
Workforce Management	June 14, 2016	December 7, 2016

View our Upcoming Virtual Conference Schedule and Register Today!

www.hr.com/virtualconferences

Webcasts

A Selection of Webcasts	Date	Time	
Bridging the Generational Gap in Your Workforce	April 12, 2016	11:00 AM - 12:00 PM ET	Register
Empower Your People with a Self-Directed Path for Development and Career Mobility	April 13, 2016	1:00 PM - 2:00 PM ET	Register
Modern HR: Embracing Talent Analytics	April 19, 2016	1:00 PM - 2:00 PM ET	Register
Computer as Recruiter: Predictive Modeling Is Changing Recruiting Outcomes	April 20, 2016	1:00 PM - 2:00 PM ET	Register
How to Gain Leadership Buy-in for Your Training Program	April 21, 2016	1:00 PM - 2:00 PM ET	Register
Workplace Health & Wellness as a Strategic Talent Lever	May 11, 2016	12:00 PM - 1:00 PM ET	Register

View our Upcoming Webcast Schedule and Register Today!

www.hr.com/upcoming_webcasts



Robert M. Hebeler



Company Name: Rollins College Crummer Graduate School of Business
Program Name: Rollins College Crummer Graduate School of Business Center for Leadership Development
Program Director: Robert M. Hebeler, Assistant Dean, Center for Leadership Development and Executive Education
Address: 1000 Holt Avenue – 2722, Winter Park, FL 32789-4499
Call: 407-646-2582
Email: rhebeler@rollins.edu
Visit: www.rollins.edu/business



Leadership Excellence Rank

1 Master Program with Emphasis on Leadership/Organizational Development

Leadership Development For MBA Students

Our editorial team interviewed **Robert Hebeler** from **Rollins College Crummer Graduate School of Business** at the **Leadership Excellence Awards** this past February. Here are some excerpts from the exclusive interview.

What is the overall objective of your program?

The Center primarily serves the full-time Early Advantage (EA) MBA students with a relatively short work experience. Programs are open access, students participate in an array of offerings, and enroll in an elective leadership class. Program offerings include:

- **Leadership Essentials:** Interactive workshop that focuses on developing leadership skills through enhanced self-awareness and creating a leadership development plan.
- **Leadership Coaching:** Students elect to meet, several times over the two-year program, one-on-one with an experienced professional leadership coach.
- **Certification in Leadership:** This competitive program focuses on a two-year certification program that is a value-added experiential project for an organization.
- **MBA Nonprofit Board Program:** This two-year program provides students with the opportunity to serve as a full voting member of a vetted nonprofit, to learn about and participate in organizational governance and operations alongside business executives.
- **Leadership in Action:** Programs in this series include simulations and interactive experiential opportunities to attend on-site visits to hear senior executives discuss their organization's best practices.
- **Sun Trust Distinguished Leader of Merit Competition:** Second year Early Advantage students who complete the Leadership Roadmap and are highly engaged in the Leadership Center may compete in this semester-long developmental reflection opportunity.
- **Student Advisory Board:** Students serving on this board are ambassadors for the Center, and provide feedback for enhanced relative program offerings.

Who do you impact with your program?

The Early Advantage MBA (EAMBA) Students and the Professional MBA Students (PMBA) that are enrolled in the Applied Leadership Class (MGT617). EAMBA students are typically full-time students with little to no work experience serving typically 200 students per year. PMBA students, typically are working professionals with 3 to 5 years of experience, serving 40 students per year.

What are the lessons you've learned this year from facilitating your program?

There are several key lessons from the EAMBA and PMBA students:



1) Students prefer experiential leadership opportunities; 2) Students ask many questions and expect immediate feedback; and 3) The Center must be open to listen to the students' feedback and be ready to make enhancements to program offerings

How do you measure the return on investment and success of the program?

Every program is measured at its conclusion for what went well, and what could be better. Also, the Center has a Student Advisory Board which meets (4) four times per year to solicit feedback and ideas for new program offerings.

Also, the Center does a pre (at the start of the Student's program) and post (2 years later) survey on the Seven Skills of Leadership

What lies ahead for the program and how it will continue to succeed?

The Center would like to continue the most relevant and impactful programs (i.e., experiential and immersed), integrate advanced technology into the classroom and integrate core leadership competencies into the curriculum of all program offerings.

[Would like to Comment? Please Click Here.](#)

Climbing The Seven Step Productivity Pyramid

Accomplish more in less time

 By Eric Bloom



The establishment of an ongoing, organization-wide productivity improvement program requires the right company culture, a continuous improvement mindset, innovative thinkers and the active support of senior management—but this is not enough. To be successful, it must also have a defined set of processes, the ability to measure and communicate your results and a clear understanding of how each productivity enhancement provides value to the organization. These processes are established on each of the seven steps on the *Productivity Pyramid*, which—if followed—creates a company environment where more is done in less time.

The Productivity Pyramid concept states that for productivity improvement activities to be effective and long-lasting, they can't be randomly performed. These activities must be organizationally

grounded, systematically implemented and administratively supported. They must align with your corporate goals and culture, be implemented with formal plans based on anticipated results and able to be repeated going forward.

In addition to describing the stepping stones toward the creation of a successful productivity program, the *Productivity Pyramid* can also be used to assess your organization's current productivity maturity. The seven steps can help you craft a plan for the future, and also assess your current productivity abilities and needs.

Step One: Goal Alignment

The alignment of individual, project, department and corporate goals is a mainstay of the strategic planning process. This is also true for your productivity goals. As a result, as you define your productivity

related activities, you must also prioritize them based on the answers to these two questions:

- a) Does this productivity project free up corporate resources that can be redeployed to achieve current corporate objectives?
- b) Will the productivity project, by its nature, assist in the potential success, efficiency, or cost effectiveness of any currently funded corporate projects?

If one or more answers to the above questions are “yes,” then your proposed productivity project is a candidate for funding. Therefore, like all potentially funded projects, it should be prioritized based on its short-term and long-term Return On Investment (ROI).

Step Two: Holistic Mindset

Organizational productivity must be looked at holistically. All too often, individuals and organizations attempt to enhance their productivity through the improvement of one or two key business activities. It could be improved delegation practices, time management training, and the implementation of email-oriented best practices or other key internal processes. Improvements in each of these areas individually have the potential to provide substantial productivity gains.

By their nature, however, productivity improvements in one area can cause productivity losses in other areas. For example, an effort to reduce meetings may have the adverse effect of increasing emails. Reducing the number of people copied on emails may cause process inefficiencies. Improved time management prioritization techniques may help facilitate individual productivity improvements, but if team member priorities are not properly synchronized, project deadlines can be missed—and as a result—organizational infighting can counteract all previous productivity gains.

Step Three: Supportive Culture

As people have personalities, organizations have cultures. Some people are open to change and some are not. Some organizations embrace change as a catalyst for future growth and profitability and some do not. Increasing productivity requires change. If your organization views the ability to change as an important business attribute, then ongoing productivity improvement can be the status quo. If your company is set in its ways, refuses to streamline its processes and shuns innovation, then your productivity initiatives are unlikely to gain traction.

Step Four: Amplification

Amplification is the implementation eight specific productivity amplifiers. *Amplification* refers to projects that have the specific goal of enhancing organizational effectiveness. These eight productivity amplifiers are:

- Interactive Productivity
- Creative delegation
- Innovative meeting management
- Communication efficiency
- Personal/Managerial Productivity
- Time management
- Capability-Based Task Prioritization
- Organizational Productivity
- Ongoing process improvement
- Asset reuse
- Knowledge storage and transfer

Step Five: Measurement

Productivity projects should be measured not only on the amount of time, money and resources they save, but also the organizational

benefits they generate as a result. This step in the *Productivity Pyramid* defines the “opportunity cost” which would not have been possible without productivity gains. This realized opportunity cost is the true benefit of enhanced productivity.

Step Six: Productivity Driven Reinvestment

Productivity Driven Reinvestment is an extension and application of the productivity measurement process. Simply put: it forces organizational efficiency by requiring future projects to be funded, at least partially, through the savings of current productivity projects.

This concept can be implemented in three ways. First, if you require a portion of all projects, say 10%, to be funded by productivity savings, then you drive efficiency into existing processes, while still providing needed funding for new initiatives. In effect, this forces managers to continue to search for organizational efficiencies within their existing operations and not just incrementally chase funding for the next hot project. Second, it can be used as a way to fund projects that are proposed after departmental budgets have been finalized. This gives managers a way to self-fund newly arising department activities. Lastly, if for business reasons your organization must keep spending flat, then this technique can be used as a way of funding new projects without increasing your overall budget.

Step Seven: Reiterative

As organizations mature, one of the key factors that drive their scale and profitability is their ability to efficiently and flawlessly perform the same task repeatedly. Regarding productivity enhancement, even though each individual project may take very different forms—such as time management, email reduction and meeting effectiveness—the overall process by which these initiatives are planned, approved, delivered and measured should be as consistent as possible. The ability to drive uniformity into the productivity improvement process will allow you to reap greater short term savings, as well as provide an ongoing framework that will help assure long term sustainability and maximized cost savings.

By climbing each of the seven steps on the *Productivity Pyramid* you put your company in a position to reap a windfall of enhanced productivity. The main question is: how can you use the newly found time, money and resources that this productivity provides? **LE**



Eric P. Bloom is the President and Founder of Manager Mechanics LLC, a nationally recognized speaker and author of the forthcoming book *Productivity Driven Success: Hidden Secrets of Organizational Efficiency*. He is also a nationally syndicated columnist, certified executive coach, and an Adjunct Research Advisor for IDC. He is also a past president of National Speakers Association New England. Visit www.MrProductivity.com Follow [@MrProductivity](https://twitter.com/MrProductivity)

Would like to Comment? Please Click Here.





Dr. Lucy Ford



Company Name: The Erivan K. Haub School of Business, Saint Joseph's University
 Program Name: Master of Science in Managing Human Capital)
 Program Director: Dr. Patricia Rafferty
 Address: 5600 City Avenue, Philadelphia, PA 19131
 Call: 610-660-1318
 Email: patricia.rafferty@sju.edu
 Visit: The Erivan K. Haub School of Business



Leadership Excellence Rank

Masters Program With Emphasis on HR

Driving Organizational Performance

Our editorial team interviewed **Dr. Lucy Ford** from **The Erivan K. Haub School of Business, Saint Joseph's University** at the **Leadership Excellence Awards** this past February. Here are some excerpts from the exclusive interview.

What is the overall objective of your program?

For over a decade, the *Master of Science in Managing Human Capital Program* has offered an advanced education in human capital management with a strategic, business context. This focus prepares 21st century professionals to drive organizational performance at all functional areas, from human resources to operations, from sales and marketing to finance, and from production to customer service.

Who do you impact with your program?

The program is designed for those interested in leveraging the “people assets” on the department, unit, and/or organizational level. This includes early careerists, as well as experienced professionals. Because of its part-time, on-line format, the program is designed for working professionals who are interested in building their skill sets with a program that can be applied in real-time.

What are the lessons you've learned this year from facilitating your program?

We've learned that a personalized, student-centric approach provides the best outcome. While graduate business students share a general profile, every student has unique personal and professional reasons for earning a graduate degree. It's crucial each student is seen as an individual. Additionally, we've learned that SHRM can serve as an active partner in ensuring program quality. The *Master of Science in Managing Human Capital Program* is aligned with the curricular guidelines of SHRM, which serves as another benchmark in ensuring a strategic business context is a continuous thread within the entire curriculum.

How do you measure the return on investment and success of the program?

The ROI of the program is measured on a student-by-student basis. This is a small program, which gives us the opportunity to assess each student at various stages of the program. In fact, the program conducts a pre-post test of each student in order to measure growth in such areas as leadership, strategic thinking, capacity for change, and understanding of ethical implications in a business setting. Our small class size (always less than 26 students per class) allows professors and administrators to have personalized contact with each student. This helps us measure the success of the program from the student perspective, as well as from the program perspective. Additionally, the adherence to the principles of our AACSB-accreditation keeps us on track to measure student learning outcomes and make continuous improvements.



What lies ahead for the program and how it will continue to succeed?

As a program within a top-ranked, AACSB-accredited business school, we are committed to continuous improvement and unremitting program enhancement. Evidence of our commitment can be seen in our evolution over the last decade. Our focus on strategic human capital management, the shift to an online program delivery, and the

continuous monitoring of student success are just a few examples. Going forward, the program will assess additional learning goals based on the evolving needs of the professional field.

[Would like to Comment? Please Click Here.](#)



Marc Weinstein, Ph.D.



Leadership Excellence Rank

Masters Program With Emphasis on HR

Creating HR Leaders

Our editorial team interviewed **Marc Weinstein** from **Florida International University** at the **Leadership Excellence Awards** this past February. Here are some excerpts from the exclusive interview.

What is the overall objective of your program?

The objective of the program is to prepare students to become international leaders in the field of human resources. In the era of globalization, a distinguishing feature of successful organizations is the ability to attract, motivate, and retain talent. The human resource function is at the apex of organizations. Effective human resource leaders must have a broad range of competencies and business acumen to partner with other leaders to create profitable, ethical, and sustainable organizations.

Who do you impact with your program?

The MSHRM program serves a broad range of constituents. First, the program has met the aspirations of human resource professionals seeking to deepen their knowledge and competency in the field of human resources. Since the founding of the program in 2002, 650 students have completed the program. Most of these students have remained in the Miami area and many have ascended to leadership positions in their organizations. They have realized personal aspirations and have a strong sense of service that transcends the business interests of their respective organizations. Our graduates contribute to their community in a number of capacities, including leadership positions in the Greater Miami Society for Human Resource Management (GMSHRM), the Miami Chamber of Commerce, and numerous other civic organizations.

What are the lessons you've learned this year from facilitating your program?

This year we learned that the excellence in our program is not only the result of the hard work of our faculty and students, but also from our partnerships in the community. In only our second year of participation, the MSHRM graduate team, coached by a local HR manager not formally affiliated with our program, won the state-wide case competition at HR Florida in January 2016. The value of community partnerships was further underscored by the successful launch of the annual HR Professional Development conference. Now entering its third year, this conference offers professional seminars and coaching sessions for HR undergraduates and graduates from throughout Southern Florida. What is notable about this event is that since 2014, over 20 HR professionals and 15 professional coaches have donated their time to make this event successful, and we anticipate over 150 student attendees at the April 2016 event.

How do you measure the return on investment and success of the program?

The high levels of engagement and satisfaction, and success of graduates, are clear



Company Name: Florida International University
 Program Name: Master of Science in Human Resource Management
 Program Director: Marc Weinstein, Ph.D.
 Address: Florida International University, Modesto A. Maidique Campus, MANGO 461, 11200 SW 8 Street, Miami, Florida 33199
 Call: 305-348-4952
 Email: weinstei@fiu.edu
 Visit: <http://business.fiu.edu/chapman/mshrm/index.cfm>





indications of the program's success. This is further reflected in 162 applicants for the 43 spaces in the January 2016 start date of our program and a historical matriculation rate approaching 90 percent of those admitted to our program. Moreover, an increasing number of students are relocating to Miami just to attend our program. We are proud that leading organizations from around the world are now recruiting our students and that many new applicants learn about our program from our graduates.

What lies ahead for the program and how it will continue to succeed?

Our program was launched in 2002 in a traditional face-to-face format. In 2012, we accepted our first cohort of students into an

on-line program that mirrors our traditional program. Between these two programs we now have 112 students entering annually with nearly three times that number seeking entry into our program. Our challenge moving forward will be to continue to maintain the quality of our program. At the same time, we need to continue to innovate in the classroom and on-line as we incorporate changes in our curriculum to meet the ever-changing demands of the HR profession. We need to do this in a competitive academic market where other leading programs are seeking to attract the best students and faculty. Our success in doing this consistently better each year gives us confidence that we will be able to continue to excel in training future human resource leaders.

[Would like to Comment? Please Click Here.](#)

T-Shaped Skills In Demand

Firms seek professionals with in-depth disciplinary knowledge and cross-functional experience

 By Marci Duckro



After years of being led by individuals with strong technical know-how in specialized fields, organizations are discovering a broader, more balanced approach is needed to address the constantly changing, increasingly global business landscape.

Leaders who possess both in-depth knowledge of a specific discipline and the ability to collaborate across multiple functions – known as T-shaped professionals – are being sought out in several sectors, particularly the IT field, which learned that promoting technical experts with no management experience into [leadership positions](#) was not a good idea.

Employers in educational services, mining and oil, and professional, business and scientific services are seeking T-shaped professionals to join their ranks, according to [research](#) from Michigan State University's Collegiate Employment Research Institute.

A focus on developing “hard” or technical skills in recent years has brought about a surplus of specialists, also known as “I” professionals. However, it has left organizations wrestling with two significant concerns:

- **A lack of future leadership talent.** The [Washington Post](#) reported about 4 million Baby Boomers are retiring annually, leaving a glut of vacancies. And about 30% of firms are having a hard time finding candidates to fill executive-level roles at these organizations, according to a [2015 Global Workforce Leadership survey](#). Almost half of companies surveyed cited leadership as the most challenging skill to identify among their workers.

- **A decline in workforce engagement**, particularly among Generation X and Millennial employees who would likely step into a leadership role. A [2014 Gallup report](#) found that Millennials and Generation X were among the least engaged employees in the U.S. Business leaders well-versed in a particular area of expertise and willing to share what they know across the entire organization is not a new concept. In a 2001 Harvard Business School's Working Knowledge article, Morten Hansen and Bolko Von Oetinger argued that an organization led by a T-shaped professional can encourage collaboration and offset any competition that may exist between business units. Knowledge that goes beyond one specialized discipline can be a crucial differentiator for innovative organizations. Encouraging T-shaped leadership will require adopting a new perspective, one that focuses on the big picture without getting caught in the details to ensure success down the road. **LE**



Marci Duckro works at Bisk Education on behalf of Michigan State University's Online Eli Broad College of Business. She has also been a wedding photographer for eight years and enjoys writing about leadership and event planning. Follow [@Marci_Duckro](#) Connect [Marci Duckro](#)

Would like to Comment? Please Click Here.





Dr. Nathan J. Hiller



Company Name: FIU Center for Leadership
 Program Name: Executive Leadership Programs
 Program Director: Dr. Nathan J. Hiller
 Address: Florida International University, 11200 SW 8th St, MARC 326, Miami, FL 33199
 Call: 305-348- lead (5323)
 Email: lead@fiu.edu
 Visit: <http://lead.fiu.edu/>



Leadership Excellence Rank

1 OpenEnrollment - Continuing Education With An Emphasis in Leadership

Developing Individual Leadership Skills

Our editorial team interviewed Dr. Nathan J. Hiller from the Florida International University Center for Leadership at the Leadership Excellence Awards this past February. Here are some excerpts from the exclusive interview.

What is the overall objective of your program?

Our objective is to develop better leaders for better organizations and a better world. To do this, we draw on two research-proven techniques: helping leaders practice small behavioral adjustments to maximize impact, and enhancing self-insight through feedback and assessments.

Who do you impact with your program?

Our programs target individuals ranging from director level individuals up to c-suite executives. Some of our programs may also be tailored for the needs of specific groups including women leaders, executives with a public sector or civic focus, or company-specific custom programs.

What are the lessons you've learned this year from facilitating your program?

Industries ranging from healthcare to technology, education to retail, and logistics to finance are all facing many of the same core leadership challenges. Getting people from different industries and organizations together in our programs helps us (and participants) see and deal with these common issues. Many times we've seen an individual be helped with a leadership challenge by someone from a completely unrelated industry. One of these widespread leadership challenges is for a leader to create a clear and authentic vision narrative in order to help generate alignment. Using research-backed principles, facilitator coaching, and peer-to-peer feedback from program participants, we've seen leaders really move the needle on this issue. We are glad our programs facilitate these kinds of discussions.

How do you measure the return on investment and success of the program?

We have always solicited feedback in a very structured way from our participants both during and after our programs. This has allowed us to see what is having an impact, what is proving meaningful and also what we might want to consider including in future programs. The feedback is consistently excellent, and alumni referring friends and colleagues to our program paint a similar feedback picture. Additionally, we regularly receive unsolicited notes from participants who, on returning to work, hear from coworkers that "something is different", or from bosses that they are leading more effectively - these are the stories we live for. We are currently rolling out a more comprehensive post-program data collection effort that will allow us to not only gauge impact but gather ideas for further development.



What lies ahead for the program and how it will continue to succeed?

We are currently engaged in a comprehensive “check-in” research project with a sample of CEOs and CHROs to ensure that our program modules are aligned with their strategic leadership needs. And we’re constantly engaging in and monitoring the academic research literature so that we can incorporate the most cutting-edge, validated principles into our programs. It’s this combination of practitioner feedback and a vigilance for new leadership research information that allows us to

keep our programs relevant and current- ensuring that participants find practical use for the content they receive during their time with us. We always want to ensure that on returning to work, participants can immediately make use of what they’ve learned.

[Would like to Comment? Please Click Here.](#)



Sylvia Vogt

CarnegieBosch
INSTITUTE



Company Name: Carnegie Bosch Institute
 Program Name: Global Leadership Executive Program
 Program Director: Sylvia Vogt
 Address: 5000 Forbes Avenue, Pittsburgh, PA 15213, USA.
 Call: 412/268/8683
 Email: svogt@cmu.edu
 Visit: [Carnegie Bosch Institute](http://CarnegieBoschInstitute.com)



Leadership Excellence Rank

3 Open Enrollment - Continuing Education Program With Emphasis on Leadership/Organizational Development

Improving Global Leadership & Management

Our editorial team interviewed **Sylvia Vogt, president of the Carnegie Bosch Institute**, at the **Leadership Excellence Awards** this past February. Here are some excerpts from the exclusive interview.

What is the overall objective of your program?

The Global Leadership Executive Program aims at improving management of global corporations by building a strong foundation and significantly enhancing the strategic thinking and leadership skills of its executives. The area of expertise in the program is on global leadership and management. Topics that are typically included in the program are global strategy and innovation, global markets and corporate performance, leadership and followership, creating value in cultural diversity, leadership techniques from performing arts, and developing and communicating a leadership point of view.

The program provides an increased understanding of the global marketplace. Classroom sessions are carefully integrated so as to build upon each other without repetition. Training methods that go beyond the classroom, such as a leadership project with a real client, numerous group exercises, and improvisational acting lessons, enhance and exemplify the classroom knowledge. Personal assessments lead to an increased self-awareness. After executive coaching and planning sessions, participants leave with an individual leadership action plan, reinforcing the notion that the end of the four-week program at Carnegie Bosch Institute is just the beginning of a continuing leadership development journey.

Who do you impact with your program?

The Global Leadership Executive Program has been specifically designed to meet the complex needs of high potential mid-to-senior level executives in multinational companies who currently, or aspire to, hold key roles in global operations. Participants typically have 8-15 years of management experience. They come from various cultural backgrounds and represent a cross section of functional areas, including executive management, strategic planning, finance, human resources, legal, marketing, sales, operations, research and development, product engineering, and manufacturing, among others.

What are the lessons you've learned this year from facilitating your program?

A majority of the executives attending the Global Leadership Executive Program work for large multi-national companies. In these complex business environments, lean innovative thinking and the ability to quickly respond to market demands are keys to success. To address this ever-growing need, a crucial element of the 2016 program



is a “Leadership Project” which pairs the program participants with early stage start-up companies to help work on one of the company’s strategic challenges.

How do you measure the return on investment and success of the program?

The Global Leadership Executive Program receives extremely high quality ratings, based on qualitative and quantitative measures. These measures have been tracked for the past ten years of the program. Participants complete evaluations of each of the 14-15 faculty members as well as an extensive overall evaluation. We encourage and document feedback from participants during the program and afterward, to enable program staff to improve customer experience. In the years following the program, intermittent personal follow-up with participants about

their application and personal progress ensues. Tracking referrals and recommendations of past participants is an additional measure of success. The program design is reviewed and revised every year.

What lies ahead for the program and how it will continue to succeed?

We will continue to relentlessly update our program contents and review our delivery methods to stay cutting-edge. In the future, we are planning to offer a more modular program with blended learning. This will combine a 3-week residential seminar module with additional sessions offered remotely, utilizing new technologies. With the different delivery methods, the program will provide even more opportunities for effective learning transfer.

[Would like to Comment? Please Click Here.](#)

7 Time-Taming Tips For Teams

Simple steps to help leaders boost efficiency, productivity and satisfaction

 By Cathi Almquist

How much time do you spend every day, week, month and year on activities that make you feel like you're barely treading water rather than making progress with what really matters in your business?

[Research](#) indicates that knowledge workers spend an average of 41 percent of their time on activities that offer little personal satisfaction and could be handled competently by others. More than [two-thirds](#) of workers complain they don't have enough time to do their jobs.

No matter what industry or organization we are in, most of us struggle with vampire tasks that seem to suck away our valuable and productive hours. When this starts affecting work teams, the loss of efficiency can be exponential.

It could be a meeting that's scheduled to take 30 minutes but stretches to more than an hour due to lack of leadership, discipline or organization. Sometimes it's a lack of communication that leaves team members spinning their wheels trying to figure out what is expected of them. Or a project that pushes deadlines and sets off a domino effect of backed up workflow and stressed out staff.

It's not just a cliché – time is money, and inefficiency costs companies billions of dollars each year. So how can you as a leader minimize wasted time for yourself and your team? Consider these seven simple steps that can help you and your team operate more efficiently:

1. Plan and Prepare

When you call a meeting, be considerate of everyone's time. Prepare an agenda, and stick to it. When you see staff members starting down rabbit trails, politely but firmly bring the discussion back to the agenda and focus methodically on each topic. When off-topic or unexpected matters arise that require more in-depth discussion, set a separate time to address them with the employee or team. Allot time to recognize outstanding performance by individuals and teams. By sticking to a plan and following your agenda, your meetings will be more positive, proactive and productive, empowering you to create solutions.

2. Collaborate

Create a spirit of collaboration, working toward common objectives that serve the whole company vision, by delegating tasks based on individual strengths of your team members. Fostering this kind of environment infuses your key people with energy and excitement, and helps avoid discouragement and delays.

3. Simplify

Communicate a clear, simple vision with achievable goals that your team can easily understand and embrace. Avoid vagaries such as, "We've got to make this client happy," and instead focus on specific actions that will achieve the desired result. This ensures everyone is on the same page, and moves the direction and mission of the company forward, with less disruption and confusion.

4. Partner with a Mentor

Mentorship is key to success. Be sure to partner with people who listen, give you truth, and who will encourage you to operate at your highest potential. They can help you avoid pitfalls that consume precious energy by following tried and true business practices that conserve effort and time. Whether your mentor is inside or outside your organization, you'll benefit from clarity and coaching you can

get from an experienced and trusted adviser.

5. Focus on Fundamentals

Identify the tasks that boost your business prospects and bottom line results and give them the attention they deserve. In all your interactions with your team, "keep the main thing the main thing," continually drawing their attention back to the goals that produce the results that meet your business's objectives.

6. Celebrate

It's easy for us as leaders to get so focused on what can be improved that we fail to take the time to celebrate victories, successes, milestones and completions. Share these with your team, tying the results with the specific actions that brought them to fruition. Your team will become more motivated, enthusiastic and engaged as a result.

“

Research indicates that knowledge workers spend an average of 41 percent of their time on activities that offer little personal satisfaction and could be handled competently by others. More than two-thirds of workers complain they don't have enough time to do their jobs.”

7. Replenish your Energy

How do you recharge your batteries? Exhaustion or burnout cost time and money. Do not burn your candle at both ends! Instead, consistently take the time and do the things you need to replenish your energy, whether it is regular exercise, a walk, taking time away from devices or connecting with people around you. Rest and self-care are not optional activities. When you pause to fill your tank, you revive creativity and increase productivity. That will better equip you to lead your team with contagious enthusiasm and energy.

Following all these steps will help you reduce miscommunication and frustration and make your team more efficient and productive. That will make them – and you – happier too. **LE**



Cathi Almquist is a multilevel marketing coach, mentor and expert. Cathi is sales manager for Elify, a cloud-based mobile application and software solution designed to simplify success by giving people all the tools they need to grow their businesses in one place. Visit www.Elify.com Connect [Cathi Almquist](#)

Would like to Comment? Please Click Here.



Are you looking for a job in **HR**?

Check out **HR.com's Job Stop** and let us help you find your ideal career!

Upload your resume to the largest job network and:

- ✓ Reach over 230,000 HR professionals on HR.com
- ✓ Access to the most HR job opportunities in North America
- ✓ Get instantly matched only to jobs that you qualify for
- ✓ Jobs are ranked and rated to suit your needs & experience

HR.com Job Stop – Exclusive to HR job seekers.
Find your ideal HR job now, no searching necessary!



▶ Join Now!



HR.com Job Stop

hr.com/jobstop

12 Targeted Publications to Reach Your Audience

Informing, Educating, Enlightening and Assisting HR professionals in their personal and professional development, the Excellence Essentials series offers high quality content through 12 monthly publications!

