



LEADERSHIP ACADEMY

SHSU

High Potential Employee

Leadership Academy



LEADERSHIP ACADEMY

Mission

To identify, select, and develop high performing employees in order to strengthen the fabric of the community by enhancing the leadership ability of our emerging leaders.



Desired Outcomes

Lead and inspire their departments to accomplish the organization's mission and goals

Embrace their role as leaders and understand their potential in their organization

Embodies respect for others through communicating and working effectively with all audiences

Promote a broad perspective open to new ideas and experiences

Overcome organizational challenges and ambiguous situations with uncompromising integrity

Enhances self-capacity to remain resilient and to persevere

Develop a solution considering multiple perspectives to solve complex problems

Demonstrate the expertise and cultural perspective to effectively implement change



Goals

Strengthen the fabric of the university, community, and surrounding area with an increased commitment to the professional development of the faculty, staff, and employees.

“Leadership Academy truly helped me find my confidence as a leader. It reinforced and reaffirmed the leadership qualities I have and helped me focus on those strengths.”

“The perspectives shared by the cohort members widened my viewpoint. This is a valuable and necessary step to becoming a mature decision maker ... it is vitally important to understand how decisions impact many participants.”



Goals

Develop a core of future leaders with relationships that extend beyond their respective departments and organizations.

“Networking with others who keep mostly management type positions [I had] a great opportunity to learn leadership practices from the guest speakers and cohort. I learned that pretty much everyone in management positions face same/similar challenges and shared potential solutions to address issues.”

“Through this experience, I learned that I am not alone in my struggles as a leader. Even though our cohort worked across departments and industries, the core components of leadership - and the challenges and opportunities that are posed by it - really brought us all together.”



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Goals

Create the momentum of leader development with a reinvestment of experience and knowledge with a spirit of giving back to the process.

“I really appreciate how the program specifically spoke to issues I was encountering as a leader so I could immediately apply what I was learning to my specific issues and challenges. I could see how the training we were receiving was helping all of us to be more confident in our roles as leaders and stronger decisionmakers and implementers.”



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Program Development

University Leaders

Corporate Leaders

Military Leaders

LEADERSHIP PROGRAM

Leaders that
demonstrate
program
desired
outcomes

Best Practices



Developmental Areas

Leadership Development

- Leadership tools of the trade
- Leadership theory

Developing Yourself

- Your personal development plan
- Building the team

Negotiation and Difficult People

- Principled negotiations
- Leveraging emotion

Adaptive Leadership

- Analyzing the organization
- Giving the work back to the people

Reflection and Leadership

- Senior leader perspective
- Review leader development to date

Implementing Change in Organizations

- Understanding successful change
- The role of leadership in implementing change

Influencing Others

- Passionately present the organization's position
- Practice your leadership style

Decision Making

- Managing decision making as a team leader
- Ethical decision making

Sustaining the Organization

- Leadership in action
- Putting it all together



Monthly Program Sequence

Program Evaluation



Leadership Academy Experience

“This experience has really helped me get my confidence back to make decisions for me or the team without seeking approval or being scared of getting in trouble. This experience truly has built some great relationships. I feel like I will be able to call on anyone when I am struggling with a decision for their input.



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Learning and Growing Mindset

- incredible leadership insight throughout
- immerses leaders in roles to exercise “what you would do” situations
 - charismatic leader vs. tough decisions
 - “hard luck” outfit - poor performance attributed to “outside” forces
 - change in leadership - unfreeze
 - adjustment to new leader
 - causes of derailment
- Assesses the importance of culture in implementing change

“The High Noon exercise was the most impactful for me. I immediately identified with the leader I was assigned.”





Great Leadership Exercise

Explore discussion about Great Teams we've all been part of and "extract" the characteristics of these teams

Explore challenges with the team that were not great and the leader's responsibility

Identify and discuss organizational limitations - perceived and real

"... the likeable leader could be just as detrimental to the team as the worst type of leader imaginable."

"... listen to others to make sure [you] understand the issue and/or request from a person."

"... it [is] very important to establish and maintain appropriate boundaries."

"... events in our lives outside of our career can prepare us for success."



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DEVELOPING YOURSELF

Desired Outcome:

Demonstrate the ability to take calibrated risks by receiving input, analyzing the situation, and taking action.

Model an innovative attitude while leading the team from “the center” and taking the appropriate level of calibrated risks.



“I think the challenge course experience impacted me the most... I did it afraid and I know that is what leadership is about, sometimes just doing it afraid. What I learned I need to work on is not to let the chaos and scary things happening around me cause me to lose focus on my team.”



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DEVELOPING YOURSELF

“The high obstacle course allowed me to rekindle a connection with self. It also sparked a level of engagement. It showed me I am still capable... More importantly, it reintroduced me to who I really am and allowed me to build confidence in myself.”



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Negotiations and Difficult People

Desired Outcome:

Demonstrate the ability to utilize conflict resolution techniques in an organizational setting. Remain resilient. Be fair in tough situations. There will always be bad situations that will require tough decisions that are in the best interest of the organization but difficult for the individual. Layoff and department closing situations will require “head on” confrontation.

“Our experience today was outstanding and should certainly remain. Our two prior meetings set the stage for each of us to remove our blinders and embrace the gravity of each situation. It was a great strategy to use capable people to role play and evaluate. The feedback was honest and very useful.”



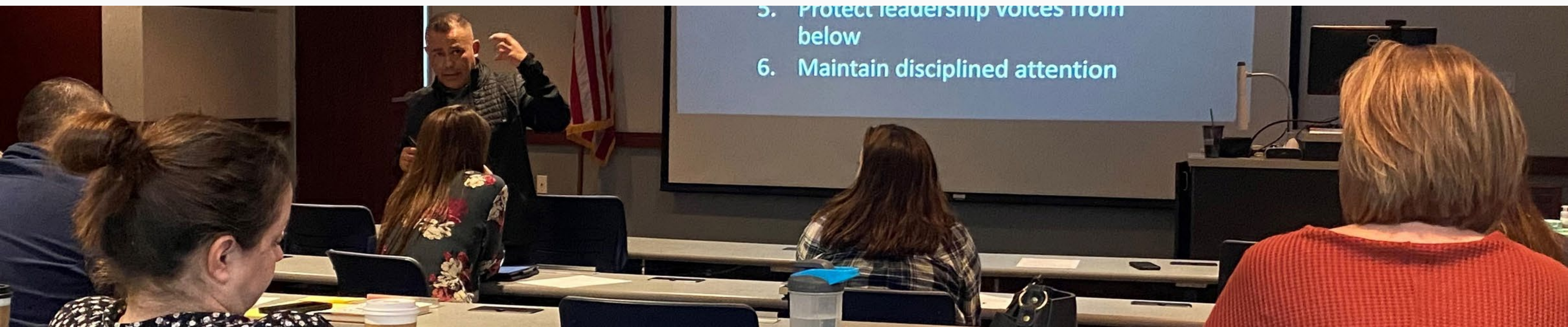


Adaptive Leadership

Desired Outcome:

Demonstrate the ability to assess the situation and decide on an ethical course of action and plan to implement. Synchronize the efforts of multiple organizations to take decisive action in a crisis situation. Lead with an understanding of cultural differences and know how you fit into the team.

“The 'view from the balcony' concept from adaptive leadership has to be the one that stands out the most to me. I always want to support my team in the daily tasks, but it has become very clear that for our department to succeed, it needs a strong, visionary leader who is willing to go the distance to advocate for the needs of our students.”





Reflection and Leadership

Desired Outcome:

Assess a complex situation, develop and assess courses of action, and present a decision briefing that includes a detailed analysis of each course of action.

Take a real-world situation initially presented as hypothetical. Identify the facts and assumptions of the situation based on background information and an update provided by the “company CEO” under stressful conditions. Defend the staff position and recommendation.

“One of the first few lessons we learned in Leadership Academy was about taking the view from the balcony. That was the first lesson that truly stuck with me and made me re-envision myself as a leader. In my role, I am often required to be very hands-on and in the weeds, but I have started delegating more and focusing on the vision and direction of my department and team.”



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Implementing Change

Desired Outcome:

Demonstrate the ability to assess the situation and decide on an ethical course of action and plan to implement. Communicate the need for change and identify sources of resistance and plan to address these areas.

“ It has opened my mind on how to address change not only within my department, but how to manage expectations and needs of other divisional partners and its potential impact on my team.”





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INFLUENCING OTHERS

Desired Outcome:

Demonstrate the ability to influence others in a way that inspires and addresses multiple points of view.

Utilize your greatest personal influence strategy to persuade others to believe in your vision. Immerse participants in leadership roles as mock jury members. Listen to input from passionate citizens. State position and make decisions based on leadership values in the public eye.



“Each session opened my eyes to nontraditional and traditional ways of making critical decisions. Actually going through the experiences and getting involved was very influential. Each session actually made me see and feel things as though I was going through the experience in real time. Getting into character and having past participants and leaders in the community get involved was extraordinary. Leaving each experience left me charged and motivated to return to work and come up with fresh ideas to improve the work culture, improve productivity, and be a change agent.”



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Executive Decision Making

"[The HON] Judge Gonzales helped me to understand that sometimes you are thrust into positions of authority for which you don't feel prepared. It is important to trust the confidence others have in you... Change is not only inevitable - it is healthy."



AASCU Recognition 2017

In a ceremony that took place in San Diego, California on Oct. 22, the American Association of State Colleges and Universities honored Sam Houston State University's High Potential Employee Leadership Academy with the Leadership Development and Diversity Award.

The award recognizes, “exemplary leadership development programs designed to enhance the leadership capacity and diversity of the next generation of higher education leaders.”





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