

## What to Expect – LDA Cohort 15 Framework

Each day of the Leadership Development Academy has specific learning objectives. Listed below you will see the scheduled facilitator(s) for each day and whether an executive guest speaker is expected. The learning objectives are listed first, followed by any *specific activities or obligations* that require some preparation or action on your part (in *italic font*). Content for Days 1-8 will include DEI discussions.

All classes are held in-person at Sacramento State.

### Program Kickoff (Monica Eisel, Keirsten Quest; CalHHS Executive Speaker)

- Tie in CalHHS competencies to leadership style
- Understand LDA overview and roles and responsibilities in program
- Clarify expectations
- Group brainstorm on CalHHS current issues
- Understand required steps for completion of the Leadership Practices Inventory (LPI)
- Understand requirements for Peer Coaching
- *Select LPI observers and complete LPI for self*

### Day 1 – Personal Leadership I (Keirsten Quest)

- Articulate the differences between being a manager and being a leader
- Develop strategies to take on leadership roles
- Understand the Five Leadership Practices
- Derive personal examples and strategies to apply the Five Practices in the workplace
- *Review LPI results and sign up for tele-coaching*
- *Debrief peer coaching*

### Day 2 – Personal Leadership II (Monica Eisel; CalHHS Executive Speaker)

- Understand and apply the six different leadership styles
- Describe the four stages of the cycle of change
- Apply effective strategies for change management based on the four stages
- Examine personal leadership and explore perceptions
- Identify effective time management strategies
- Develop strong leadership at the workplace

## Day 3 – Communication (Keirsten Quest)

- Comprehend roadblocks to clear oral and written communication
- Articulate three fundamental elements of effective communication
- Understand how to influence others by applying each fundamental element to communicate more effectively face-to-face, by telephone, and online
- Understand the “drama triangle” in human conflict and how to move out of it to successful resolution
- Identify general styles of negotiation and be familiar with the concepts of interest-based negotiation
- *Debrief peer coaching*

## Day 4 – Customers (Monica Eisel; CalHHS Executive Speaker)

- Describe the key drivers of customer satisfaction and dissatisfaction
- Analyze direct and indirect customers and their underlying interests
- Create specific action plans for enhancing your team’s customers' satisfaction

## Day 5 – Teamwork (Monica Eisel)

- Identify the impact of leaders on followers
- List steps in team development
- Describe performance management techniques
- Identify traits and behaviors of a good coach
- Demonstrate an effective coaching session
- *Debrief peer coaching*

## \*Day 6 – Decision Making (Keirsten Taillon; CalHHS Executive Speaker)

- Describe decision making models
- Identify factors that influence decisions
- List behaviors to improve risk taking within teams
- Assess individual/organizational attitudes toward risk taking

## Day 7 – Knowledge Base (Monica Eisel)

- See the “bigger picture” based on knowledge of the political, social, economic, and technological environments that impact policies and programs
- Preserve, share and manage critical CHHS institutional knowledge for future organizational use
- Support the continuous improvement of business policies, procedures and practices to enhance business performance
- *Debrief peer coaching*

## Day 8 – Learning Integration I (Keirsten Taillon)

- Demonstrate courage when applying a leadership competency or tool
- Design an integrated approach for a leadership challenge using the appropriate tools
- Lead and manage the implementation of a portfolio of strategic initiatives
- *Become familiar with the online simulation activity*

## \*Day 9 – Learning Integration II (Monica Eisel)

- Describe successes and challenges to date regarding implementation of leadership behaviors
- Articulate what is learned about leadership within CHHS
- Identify the actions targeted for continuing to carry out implementation of leadership behaviors
- *Prepare presentation and question to present to the cohort*

## \*Day 9 – Graduation (Monica Eisel, Keirsten Quest; CalHHS Executive Speaker; Sponsors)

- Celebrate the achievements of the graduates through brief comments from each participant's sponsor