

**LEADERSHIP
PROGRAM**

Foundational
Leadership Academy

UNT SYSTEM™

**ORGANIZATIONAL
DEVELOPMENT
& ENGAGEMENT**

**Foundational
Leadership Academy
(FLA)**

Program Catalog

Fall 2020

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Foundational Leadership Academy (FLA) Proposal

Overview/Purpose:

Foundational Leadership Academy (FLA) is a system-wide employee cohort leadership development virtual program. FLA is a 5-month program designed to enhance employee's leadership skills to prepare them for their next career opportunity.

Target Audience: Applicants must demonstrate strong leadership characteristics in the workplace indicating they would be a great performer in a leadership role (High Performer/High Potential). Participants do not need to be in a supervisory position as leaders are found in many different types of roles. This program is **not** intended for employees in Director or higher-level positions.

Academy Guiding Components: The program is centered on leadership development based on the following three components:

- **Leading Yourself:** This content involves leading yourself before leading others. Leaders exhibit an awareness of personal strengths and opportunities and take initiative. To be a great leader, you need to start by leading yourself.
- **Leading Others:** This content is about involving others and building commitment and productive relationships with co-workers and customers while providing consistent feedback and guidelines for continuous improvement.
- **Leading The Organization:** This content involves leaders who make well-informed and timely decisions, implement plans that align with the organizational strategy, and executes ideas and strategies to improve organizational processes.

The program achieves these components through:

- **Instruction** (Live Sessions via Zoom offered)
- **Team Learning** (group project and presentation conducted virtually)
- **Academic Reading and Discussion** (virtual leadership book discussion)

Goals and Objectives:

The goal of this leadership program is to provide participants with leadership growth opportunities through personal and professional skill development within the UNT World.

The program will develop and improve leadership performance to prepare the participant as they advance in their career.

Objective 1: Provide professional development sessions to increase leadership knowledge through sessions covering three units: *Leading Yourself, Leading Others and Leading The Organization*

Objective 2: Learn from networking with other participants across UNT World. Reflection and dialog are key components included in this learning experience.

Objective 3: Engage in activities and discussion based on assignments that provide practical application of leadership concepts.

The underlying goal throughout the program is to increase participant knowledge and application of tools and techniques that will help them create a leadership toolbox- a list of application ideas that can be used throughout their leadership journey and next career opportunity.

Program Organization:

Foundational Leadership Academy sessions are organized around content-specific courses covering the following three areas:

- **Leading Yourself:** Participants receive a general introduction to leadership that includes a “big picture” overview. Topics that enable employees to understand their roles as leaders in the university are provided. Leading Yourself Sessions: *Leadership Essentials, Talk like a Leader, Lead with Strengths, Owning your own Engagement, and Emotional Intelligence.*
- **Leading Others:** Participants receive tools for developing and equipping teams to achieve success. Leading Others Sessions: *Enhance Your Leadership Presence, Navigating Difficult Conversations, Taking Control of Conflict, Critical Thinking Skills, and Leading Towards Inclusion.*
- **Leading The Organization:** Participants will receive tools to enhance their vision of the university to motivate and inspire their team. Leading the Organization Sessions: *Leading Others Through Change, Leading Work Teams, and the Leadership Panel & Discussion.*

Each growth session is designed to inspire individual growth and also collaborative growth amongst the cohort. There will be various interactive activities integrated into the curriculum to foster leadership skills.

Program Completion Requirements:

In addition to the completion of the required sessions, participants are required to complete a group project, a presentation, and required reading and discussion which will require time outside the outlined meeting times.

Group Project:

For the group project, the participants are placed in groups and have the opportunity to use their knowledge and experience to creatively develop or enhance a new or existing project/initiative that enriches their organization. The groups will research and present on their projects through a virtual poster board presentation session. The ultimate goal is to utilize the knowledge and skills obtained from **Foundational Leadership Academy** to develop initiatives/projects that have a positive impact.

Project Outcomes:

- Promote a better understanding of the operations of UNT World.
- Enhance the ability to manage change, collaborate, and build partnerships and teams.
- Encourages the pursuit of self-development as a tool for goal achievement.
- Develop leaders at all levels.

Book Project:

The goal of the leadership development book is to promote leadership development within the group allowing different outlooks and perspectives during group discussions, as well as, personal and professional reflections from the reading material. Participants will be expected to have read book selections outside of class to be prepared to discuss on the appropriate program day.

The Leadership Challenge: *How to Make Extraordinary Things Happen in Organizations* (J-B Leadership Challenge: Kouzes/Posner) 6th Edition

Class Attendance:

Participants who enroll in the **Foundational Leadership Academy** have been cleared by their immediate supervisor to participate fully in this program. Each participant should be personally committed to the entire process and will agree to attendance and program requirements before program enrollment.

- Attendance is an important part of the program's success. Missing more than two development sessions will make the participant ineligible for program completion.
- If a session is missed, participants will be required to watch the recording of the session missed, and complete a self-study, which includes meeting and discussing the assignment with a minimum of three peers in the cohort who attended the session and completing a reflection paper on the topic missed.

Exact dates for each growth session is provided in the program schedule on page 6. In addition to attending required sessions, **FLA** participants are expected to participate in outside reading and group projects, which can be scheduled at mutually agreed upon times by their group.

Program Elements:

The **Foundational Leadership Academy** consists of the following elements:

Facilitators: Organizational Development & Engagement (ODE) professionals and internal Subject Matter Experts (SME's) who are recognized as UNT World leaders will facilitate in the program.

Program Evaluation:

The primary intent of the evaluation process is to determine program efficacy. Data collection will occur at different times throughout the program, depending on the goal of the particular evaluation focus.

The following methods are used in the overall evaluation of the program:

- Session surveys (provided at the end of each session) are given to each participant to evaluate the session and to provide ODE with information that enables them to make the necessary session and/or program adjustments.
- An end-of-program evaluation is conducted to assess the impact of the overall program and covers: how well the learning objectives matched the program goals; the correlation between the leadership experience and the participant's professional and personal growth; and, participant satisfaction.
- A focus group will be conducted 120 days after the completion of the FLA program to assess the

impact of the program on the participant’s leadership abilities.

Program Information Contact:

For information about the **Foundational Leadership Academy**, please contact Organizational Development and Engagement at ODE@untsystem.edu

Selection Process:

Each potential participant must complete the FLA Participation Application. Participation in the program requires the approval and support of the applicant’s immediate supervisor. Applications will be submitted to each entities’ leadership team (UNT, HSC, DAL, SYS) to review and make final selections. Final decisions on who is selected to participate reside solely with each entities’ leadership team, not ODE.

The FLA Cohort will consist of a maximum of 35 total employees across UNT World.

Selection Timeline:

- Participant application due-**Tuesday, September 1**
- Application submitted to leadership- **Tuesday, September 8**
- Campus notifies ODE of selected participants- **Friday, October 2**
- Participants notified they have been selected –**Friday, October 9**
- The program begins- **October 28, 2020**

FLA Program Schedule:

The program is designed to meet for a few hours weekly. This is designed this way to minimize lengthy days and avoid zoom fatigue.

Program Day 1 9:30-11:30	Introduction Day Welcome/Introduction Overview of Program Introductions/Ice Breaker	October 28,2020 Dr. R. Mark Miles Senior Director, ODE Sony Simon Leadership Program Coordinator, ODE Sony Simon Leadership Program Coordinator, ODE
Program Day 2 1-2:30 2:30-3:30	Introduction Day Leadership Panel and Discussion Panelist: TBD Overview of Group Project	November 4,2020 Sony Simon Leadership Program Coordinator, ODE Sony Simon Leadership Program Coordinator, ODE
Program Day 3 9:30-11:30 11:30-12:30	Leading Yourself <u>Leadership Essentials</u> Book Discussion	November 12, 2020 Dr. R. Mark Miles Senior Director, ODE Dr. R. Mark Miles Senior Director, ODE

Program Day 4	Leading Yourself	November 19, 2020
1-3	<u>Talk Like A Leader</u>	Stephanie Brown Director of Orientation and Transitional Programs, UNT
3-4	Group Project Planning	Sony Simon Leadership Program Coordinator, ODE
Program Day 5	Leading Yourself	December 2, 2020
9:30-11:30	<u>Lead with Your Strength</u>	Amanda Fisher Sr. Learning & Development Specialist, ODE
11:30-12:30	Book Discussion	Dr. R. Mark Miles Senior Director, ODE
Program Day 6	Leading Yourself	December 10, 2020
1-3	<u>Owning Your Own Engagement</u>	Paula Bearden OD Consultant, ODE
3-4	Group Project Planning	Sony Simon Leadership Program Coordinator, ODE
Program Day 7	Leading Yourself/Leading Others	January 21, 2021
9:30-11:30	<u>Emotional Intelligence</u>	Mario Casa de Calvo Assoc. Professor, Sociology & Psychology, UNTD
11:30-12:30	Book Discussion	Dr. R. Mark Miles Senior Director, ODE
Program Day 8	Leading Yourself/Leading Others	January 26, 2021
1-3	<u>Enhancing Your Leadership Presence</u>	Chad Crocker Senior Director of Facilities Maintenance, UNT
3-4	Group Project Planning	Sony Simon Leadership Program Coordinator, ODE
Program Day 9	Leading Others	February 3, 2021
9:30-11:30	<u>Navigating Difficult Conversations</u>	Sherelle Shaw HR Coordinator, UNTD
11:30-12:30	Book Discussion	Dr. R. Mark Miles Senior Director, ODE
Program Day 10	Leading Others	February 11, 2021
1-3	<u>Taking Control of Conflict</u>	Daniel Goines Director of Residence Life, Housing & Conference Services, UNTD
3-4	Group Project Planning	Sony Simon Leadership Program Coordinator, ODE

Program Day 11	Leading Others	February 16, 2021
9:30-11:30	<u>Critical Thinking Skills</u>	Amanda Fisher Sr. Learning & Development Specialist, ODE
11:30-12:30	Book Discussion	Dr. R. Mark Miles Senior Director, ODE
Program Day 12	Leading Others	February 25, 2021
1-3	<u>Leading Towards Inclusion</u>	Shani Moore Director of Diversity & Inclusion, UNT
3-4	Wrap Up of Book Discussion	Dr. R. Mark Miles Senior Director, ODE
Program Day 13	Leading the Organization	March 2, 2021
9:00-11:00	<u>Leading Others Through Change</u>	Ali Shaqlaih Dean, Graduate School, UNTD
11:00 am -12:00 pm	Group Project Planning	Sony Simon Leadership Program Coordinator, ODE
Program Day 14	Leading the Organization	March 17, 2021
1-3	<u>Leading Work Teams</u>	Speaker TBD
3-4	Final Group Project Planning	Sony Simon Leadership Program Coordinator, ODE
Program Day 15	Final Session-Presentations & Graduation	March 25, 2021
9:30-11:30	Group Project Presentation	Sony Simon Leadership Program Coordinator, ODE
11:30-1	Lunch (On their Own)	
1-2	Graduation	Sony Simon Leadership Program Coordinator, ODE
	-Keynote Speaker	TDB
	-Presentation of the Graduates	Sony Simon Leadership Program Coordinator, ODE

Session Outlines and Summary:

Topic: Leadership Essentials

In this growth session, you will explore key leadership skills, behaviors, challenges, and opportunities to lead others. Through exploring a personal leadership vision and style, you'll learn the fundamentals skills and behaviors of effective leaders, and begin to identify and enhance your personal leadership foundation.

Objectives:

- Identify a solid foundation of key leadership characteristics.
- Create an enhanced understanding of essential leadership competencies.
- Assess your leadership skills and abilities.
- Develop and build a personal leadership foundation.

Topic: Talk Like A Leader

This growth session is a learning experience that empowers leaders with the skills and confidence to encourage enthusiasm, increase productivity, minimize miscommunication, and improve working relationships.

Objectives:

- Learn key communication phrases that express the vision.
- Recognize key communication phrases that reinforce relationships.
- Identify ways to demonstrate accountability and expect it of others.
- Learn how to become effective in delivering constructive feedback.
- Understand how to show appreciation and provide meaningful praise.

Topic: Lead with Your Strengths

The growth session's primary focus will be on you and the talents you already possess that will help you grow as a leader. The secondary focus will be a self-awareness exploration of how focusing on strengths vs. weaknesses impacts those we lead. Participants must complete the CliftonStrengths assessment.

Objectives:

- Gain awareness of your strengths and talents
- Develop an understanding of strength-based leadership.
- Identify key ways to use your strengths in a leadership role.
- Explore ways to focus on strengths to grow your team.

Topic: Owning Your Own Engagement

In this growth session, we will explore the concept of being responsible for one's own level of engagement and begin to understand what having a psychological and emotional connection to your job means.

Objectives:

- Explore the definition of engagement and why it is important in the workplace.
- Create an awareness that individuals have their own unique personal connection to engagement.
- Identify strategies for increasing personal engagement levels.

Topic: Emotional Intelligence

In this session, you will learn how to minimize frustrations and conquer negative self-talk by identifying triggers of emotional responses and learn how to respond appropriately.

Objectives:

- Manage your emotions by recognizing how your thoughts and emotions are connected.
- Improve your self-awareness, self-control, and self-regulation.

- Learn how effective leaders communicate to express their needs and feelings appropriately.
- Discover how emotional intelligence can help you develop positive relationships at work.

Topic: Enhancing Your Leadership Presence

In this growth session, you will learn how to become an invaluable team member. You will discuss strategies to improve your leadership presence including taking ownership and responsibility for results, taking initiative, being reliable, and engaged.

Objectives:

- Explore ways to take ownership of your responsibilities and results.
- Learn to take initiative and go above and beyond what's expected.
- Understand how to be someone others want to work with.
- Identify the importance of being replaceable and sharing expertise.

Topic: Navigating Difficult Conversations

In this session, you will explore what makes a conversation “difficult” and start to understand the role you play in a difficult conversation. You will learn and practice skills and tools for navigating difficult conversations to help prepare you to apply what you have learned.

Objectives:

- Understand the nature of a difficult conversation.
- Identify skills for navigating a difficult conversation.
- Learn to recognize and diffuse emotions.
- Learn to challenge your assumptions.

Topic: Taking Control of Conflict

In this session, you will explore how conflict can challenge and provide opportunities. You will learn to identify different sources of conflict and take a look at different styles of handling conflict, and to deploy strategies for resolving conflict.

Objectives:

- Recognize sources of conflict.
- Identify a preferred style for handling conflict.
- Understand how conflict impacts you and your team.
- Implement effective strategies for transforming conflict into collaboration.

Topic: Critical Thinking Skills

In this session, you will learn how to ask the right questions, be creative, challenge assumptions, and see other viewpoints with clarity by utilizing your critical thinking skills for success!

Objectives:

- Identify and adopt the characteristics of critical thinking.

- Recognize and avoid critical thinking mistakes.
- Identify the role assumptions play.
- Evaluate information accurately and thoroughly.

Topic: Leading Towards Inclusion (needs further development)

Leading effectively is equally influenced by a leader’s self-awareness of their perspectives and those of the teams they lead. The Leading Towards Inclusion session is designed to help you learn the basic principles of cultural humility, the importance of self-reflection, and how one’s “lenses” affect interactions. By exploring your own biases, you will consider how these biases may affect your ability to lead and develop diverse teams.

Objectives:

- Consider the role of cultural humility on leading and who is led.
- Explore biases and examine their potential impact on inclusive environments.
- Apply inclusive leadership strategies.

Topic: Leading Others Through Change

This session will provide you with a clearer understanding of what happens to people when change occurs. It also introduces the tools and techniques you can use to effectively lead change efforts, ultimately allowing you to be prepared to address the myriad of changes that come your way.

Objectives:

- Identify your strengths and needs for leading change.
- Implement a framework to actively lead change efforts.
- Identify, acknowledge, and manage resistance to change.
- Apply techniques for increasing and gaining commitment to change.

Topic: Leading Work Teams

This session covers a variety of important topics including the importance of a shared vision, behaviors of team members, and elements of team excellence.

Objectives:

- Gain awareness around your leadership responsibilities.
- Learn productive and destructive team roles.
- Identify a personal leadership approach and impact on the team.
- Understand your role in the team’s effectiveness and efficiency.
- Apply techniques to support effective decision making.

Topic: Leadership Panel and Discussion

This session is devoted to hearing and processing stories from employees who have excelled and hold leadership positions within the University.

Objectives:

- Develop an understanding of leadership and management.
- Identify and discuss leadership styles and practices.
- Learn strategies for achieving successful leadership from different vantage points within the organization.
- Name the essential elements of successful leadership.