

# Raising the Leadership Bar <sup>(TM)</sup>

*"Turning Talent into Performance"*



One of the most critical challenges facing companies today is strengthening and retaining Leadership talent. **Raising the Leadership Bar <sup>(TM)</sup>** has been developed to address this challenge, and has been **specifically designed for Director-level leaders and above, as well as high potential talent.** Uniquely tailored for each organization, Raising the Leadership Bar <sup>(TM)</sup> provides a comprehensive and carefully designed set of learning and development experiences with a singular objective—**to accelerate Leadership growth.**

## **Key program features include:**

- Knowledge and interactive sessions designed to expand foundational Leadership capabilities.
- Business application to each participant's particular set of circumstances.
- Development of a personalized Leadership Agenda, a plan for accelerating Leadership growth and strengthening Leadership impact.
- Tools for increasing influence, strengthening focus and alignment processes, improving decision making, sharpening business acumen, and leading change.
- Individual and team problem solving and learning experiences.
- Daily journaling sessions to create a personalized set of learning insights.



## Session One: The Leader Within

A basic assertion of Raising the Leadership Bar (™) is that all development begins with self-development. That said, the primary emphasis of Session One is devoted to personal learning through critical examination of each participant's Leadership growth experiences to date.

In this first session, we also establish a comprehensive context for the program. We do this by describing the mechanics and roadmap for the four program sessions, by exploring fundamental concepts and beliefs about Leadership, and by creating time and processes for critical reflection.

We then dive deep into key content areas such as Discovering Who You Are as a Leader, Mapping Your Leadership Journey, and by exploring the Culture of the company and identifying how it influences one's own Leadership objectives.

In this session, participants will also begin to develop a personalized Leadership Agenda, a comprehensive and strategic plan for accelerating Leadership impact.

Finally, participants begin to compile a comprehensive Leader's Toolkit which will consist of all the tools and conceptual models learned in the four sessions.

### Session One Pre-reading:

- "Discovering Your Authentic Leadership," by Bill George, former CEO of Medtronics
- "Level 5 Leadership" by Jim Collins
- "Leading, Learning and Teaching" by Richard Mirabile, Ph.D.

## Session Two: Leading by Influence

In Session Two, participants will explore the powerful connection between Influence Skills and Leadership effectiveness. They will be introduced to the concept of Emotional Intelligence, or EQ, a potent combination of self-awareness and relationship building skills, which research now strongly suggests plays a more significant role than IQ in determining a leader's effectiveness.

They will further explore this concept by examining such topics as Leading other Leaders, strengthening Influence and Communication skills, Coaching and Empowering employees, and by learning how to foster Collaboration within and between teams.



## Session Three: Leading Through Focus & Alignment

In Session Three, the emphasis will be on finding ways to best use the resources available to accomplish one's Leadership objectives. The emphasis will be on such topics as Managing Processes, Prioritizing and Focusing on the Right Initiatives, Building High Performance Teams and Leading Change.

Participants will also learn and apply tools and other assessment techniques to help maximize time and effectiveness in working the multiple challenges they face in their Leadership roles. Taken in combination, and in the context of increasing Leadership impact, these topics, tools, and interactive exercises are intended to strengthen focus, alignment, and overall effectiveness of Leadership behavior.

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### Session Two Pre-reading:

- "What Makes a Leader?" by Daniel Goleman
- "Leadership as a Function of Power" by Dennis Green
- "Leading Leaders: How to Manage the Top Talent in Your Organization" by Jeswald Salacuse
- "A Coaches Playbook for Leaders" by Jim Clemmer

### Session Three Pre-reading:

- "How to Hit a Moving Target" by Robert Hof
- "Tipping Point Leadership" by W. Chan Kim & Renee Mauborgne
- HBR series How to Get the Right Work Done
  1. "How to Stay focused on What's Important" by Gina Trapani
  2. "The Art of the Self-Imposed Deadline" by Steve DeMaio
  3. "Manage Your Energy, Not Your Time" by Tony Schwartz & Catherine McCarthy
- "Qualities of High Performance Teams" by Katzenbach & Smith



## Session Four: Leading the Business

In Session Four, participants will concentrate on continuing to improve and expand their own business Leadership capabilities. The focus in this session will be on Developing a True Sense of Urgency, Organizational Agility, Strengthening Business Acumen, and Leading in a Global Environment.

Participants will also complete an assessment on High Performing Business Leaders and identify additional Leadership strengths and opportunities for further development.

Finally, participants will also complete their individual Leadership Agenda workbooks. As a future-focused exercise, they will then write their personal Leadership Legacy, a statement describing what they each want to leave as a Leadership contribution to the company's success. Finally, we end the fourth session with a comprehensive synthesis and debrief of the entire Raising the Bar (™) program

**Raising the Leadership Bar (™) was developed by**

**Richard Mirabile, Ph.D., whose career highlights include:**

- Guest Fellow, Center for Leadership Development, Graduate School of Business, Stanford University
- Partner, Leadership Consulting Practice, Heidrick & Struggles
- Founder and CEO, Success Factor Systems, Inc.
- Western Regional Vice President, Linkage Incorporated
- Assistant Professor, Purdue University

### Session Four Pre-reading

- “Sharpening Your Business Acumen” by Ram Charan
- “The Leadership Competency CEO’s Want Most” IBM Value Creation Study
- “Organizational Agility” by Holsapple and Li



### To Learn More Contact

South Bay & Peninsula

Lynne Saiz

VP, Client Services

650 – 279 – 9296

[lsaiz@torchiana.com](mailto:lsaiz@torchiana.com)

SF & East Bay

Kristi Rocha

VP, Client Services

925 – 413–8036

[kr Rocha@torchiana.com](mailto:kr Rocha@torchiana.com)