

CalCIMA Emerging Leaders Academy Overview

Phase 1 (first half of day 1)

Thinking Your Way into A New Way of Acting

What is it?

This workshop is designed to introduce the core concepts of servant leadership: **Integrity, Discipline, Trust, Communication, Collaboration and Personal Accountability.**

The workshop is broken into three parts: pre-work, a 4 hour workshop, management follow up.

Pre-work: Each participant reads *Leadership and Self Deception* by the Arbinger Group.

Workshop: Focused on a facilitation of the book *Leadership and Self Deception*. In the book, Arbinger creates a model for the “responsive way of being.” It is designed to key on personal accountability, trust and collaboration and communication. In addition, other source information such as *The Question Behind the Question* by John G. Miller and *The 5 Dysfunctions of a Team* by Patrick Lencioni would be used to round out the model.

Follow Up: A specific implementation model developed for participants to be used in regularly scheduled meetings. Follow up and accountability is provided throughout the balance of the program.

What are the benefits of participation?

- An initial understanding of the self-leadership model
- Specific behaviors modeled
- Experience applying behaviors
- Increased interpersonal effectiveness
- Make it safe to talk about almost anything
- Eliminate blame, complaining and procrastination
- Develop a culture where the success of others is as important as the success of self

Phase 2 (year 1)

Personal Effectiveness through Servant Leadership (Emerging Leadership I)

What is it?

Building on the information provided in the initial workshop, the 1st level leadership process is designed to foster servant leadership within the organization by working with participants to develop self-leadership and personal effectiveness. It is a multi-session process that combines group learning, fieldwork and coaching for long term results.

The six sessions are completed in a facilitated group setting, with groups of 20-30 participants. The sessions are designed to be 60-90 days apart, and are 8 hours in length. The meetings will be held to coincide with CALCIMA meetings. A community service project will be part of the class structure at 2 of the 6 meetings.

The materials that are used in the sessions are focused on personal effectiveness and self-leadership in a corporate setting. Topics include development of personal and professional priorities, implementation of a goal setting process, a template for decision-making and problem solving, turning solutions into action, communication skills and motivation of self and others.

Each participant will receive text, an action plan and audio files match the text. Learning is completed through spaced repetition, and in three modalities: visual, auditory and kinesthetic.

Once the initial 6 sessions are complete, each participant will graduate and move to the next phase (Emerging Leadership II)

What are the benefits of participation?

- Clear and focused personal direction
- Improved decision making
- Personal and professional balance
- Focus on results
- Increased visibility around corporate values
- Alignment of behaviors around corporate values
- Enhanced servant leadership abilities

Phase 3 (year 2)

Organizational Effectiveness through Servant Leadership (Emerging Leadership II)

What is it?

After working on personal development in an organizational setting, this process focuses on putting self-leadership to work for the aggregate, concrete, and cement industry. It focuses on strategic thinking, presentation skills, planning/implementation, entrepreneurial thought and values driven team leadership. The positive outcome is to teach participants to focus on strategic thought leading to tactical team based leadership with coaching as its methodology.

Coaches are guides and leaders that will work to build a relationship and skills necessary for others to navigate growth both personally and professionally. They provide direction, advice and guidance for the individuals they agree to coach. It has been said that *“A mentor provides guidance before you need it when you don’t even know you need it.”* The goal is to build a cohesive group of future leaders to help move their organizations and CALCIMA through future growth and execution of organizational objectives.

The six sessions are completed in a facilitated group setting, with groups of 20-30 participants. The sessions are designed to be 60-90 days apart, and are 8 hours in length. The meetings will be held to coincide with CALCIMA meetings. These leaders will spearhead a community service project at each meeting.

What are the benefits of participation?

- Develop strategic thought
- Improved decision making
- Improved execution of decisions
- Focus on running a business, not just doing a job
- Maximize return on intellectual capital
- Strengthened focus on attracting, servicing and maintaining customers
- Sustainable results

Phase 4 (year 3)

Servant Leadership Coaching Mastermind Group (Graduate Leadership)

What is it?

The Mastermind is a monthly, 90-minute meeting on a mutually agreeable schedule. A professional facilitator moderates the calls. Each call will deal with a specific issue or issues brought to the group by its participants.

Napoleon Hill, author of *Think and Grow Rich*, first defined the mastermind as a “coordination of knowledge and effort, in a spirit of harmony, between two or more people, for the attainment of a definite purpose.”

In a Mastermind Group, the agenda belongs to the group, and each person’s participation is key. Peers give feedback, help brainstorm new possibilities, and set up accountability structures that keep the group focused and on track. Each member of the group becomes part of a community of colleagues who brainstorm together to move each to greater levels of achievement.

How is the group governed?

A set of ground rules will be set during the initial session for governance of the group. Ground rules may include such things as confidentiality agreements, anti-trust guidelines, time and substance of the calls, and conduct of members during the calls. There may also be other agreements set for periodic “field work”, outside reading assignments or other group learning projects. The key is that the group is self-governing, with the guidance of the moderator.

What are the benefits of participation?

Here are some of the benefits of a mastermind group:

- A sense of community - a sense of shared endeavor between members
- The experience of others shared with the group
- The perspective of others - seeing beyond what participants can see in themselves
- An instant and valuable support network
- Real progress - in participant’s business and personal life
- An accountability system to propel participants higher than they might be able to go on their own
- Confidence
- Focus
- Momentum
- A time for participants to work "on" their career and business instead of just in it.