

OLÉ

Organizational Leadership Effectiveness (OLÉ)

OLÉ is a dynamic, 30-hour program focusing on organizational culture and the role of leaders in promoting the development of a positive, productive organization. OLÉ is an advanced leadership workshop that provides a logical next learning step after the feedback intensive, individual-focused LEAD and the business leadership focused BLADE. The program focuses on:

- The link between organizational culture and performance
- Discovering key characteristics of effective cultures
- Mapping the organization's present organizational culture, determining the organization's ideal culture, and discussing/trouble-shooting gaps between the present and ideal
- Providing individual leaders with feedback that can help them determine strengths and developmental needs.
- Providing a vehicle for action planning



Specific objectives of OLÉ are to:

- Build on the LEAD experience
- Obtain 360 Feedback using Benchmarks, Center for Creative Leadership's flagship 360-degree feedback survey designed for senior leaders
- Understand Organizational Culture
- Discuss how to work to create the "ideal" culture
- Understand the individual's "Fit" with the company
- Help leaders understand their roles in leading change and innovation
- Identify the individual's natural approach and preferred role in the innovation process
- Complete a learning journal and develop an action plan for applying workshop learning

In addition to receiving feedback from the world's premier leadership 360, Center for Creative Leadership's *Benchmarks*, leaders will also explore how their individual strengths and developmental needs impact organizational culture, and they will develop individual action plans to apply learning from the workshop. The workshop features:

- CCL's *Benchmarks* leadership 360 survey
- Inscape Publishing's *Team Dimension Profile*
- Peer feedback and optional follow-up *Jump Start* coaching sessions for each participant

- Turnaround, a comprehensive team problem-solving simulation focusing on planning, participative management, organizational change, and decision making
- Human Synergistics International's *Organizational Culture Inventory* (OCI)
- Human Synergistics International's *Life Styles Inventory* (LSI-individual report)
- Discovery Learning's *Change Style Indicator*

Detailed descriptions of instruments from all three workshops appear in Appendix C.

Included in all three workshops from our Leadership for Creating High-Performance Cultures Series

Participants will receive the results of all pre-work assessments in an expertly-led classroom setting. A variety of team problem-solving experiences provide opportunities for participants to develop their skills and observe others' approaches. Participants are assigned to teams that work together in these activities throughout the program.

Selected team activities support the learning and provide another vehicle for increasing learning. Ample time is given for introspection and goal setting. The feedback-rich environment will provide learners with opportunities to create/renew their leadership vision and reassess what makes them effective/less effective as leaders. Participants also keep a learning journal and develop SMART learning goals and an action plan during each workshop and formalize these with their leaders afterwards. We recommend incorporating one or two of the leadership development goals under the individual's formal goals on the company's performance management system. This option would help ensure alignment between the training, the individual's goals, and support for the organization's strategic leadership development-related objectives. The workshop will help provide participants with the knowledge and tools to support training goals through the Learning Journal and Goal-setting.

"*Jumpstart Coaching*" is also available to further increase the organization's and the individual's ROI. Several studies have shown that follow-on coaching can increase the organization's return on the training investment by as much as five times! In the *Jumpstart Coaching*, participants share learning goals with their coach, receive individualized expert feedback on each of the instruments, and discuss ideas for follow-up and accountability for accomplishing their developmental goals. They also set concrete dates for follow-up discussions.