



P O E ' S L E A D E R S H I P A C A D E M Y

Build the skills and abilities of your high potentials and new leaders with confidence.

Pursuit of
Excellence



SYSTEMATIC STEPS

Build competencies from the basics to leading teams effectively, making key decisions, and delivering results.

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LEADERSHIP ACADEMY

Congratulations! Either you have been identified as a high potential future leader, or you have assumed a leadership role in your organization. Now, the fun begins, as you build confidence and mastery...

I've designed our leadership academy to meet the needs of businesses who seek a strong foundation for their leaders, for personal skill development, and to advance organizational success. This brochure provides an introduction to some of these key concepts, within the eight leadership modules.

Our academy builds confidence and proficiency through eight modules that reflect essential leadership abilities: knowing self, knowing team, people leadership, communication, goal setting, change management, fiscal/project management, and employee engagement. For the best skill development, we recommend a mentor in your organization who can work through some practical applications of these skills as you progress.

If you are already confident in these aspects of your role, you may find that customized leadership coaching services are a better fit. Let's connect, and we'll be happy to develop a plan just for you.

Dawn Garcia, MBA, MS, CMQ-OE

Founder/Owner

Pursuit of Excellence LLC &

Pursuit of Excellence Talent Solutions



Self-Awareness is the most essential element of effective leadership. Leaders must know what their natural style and abilities are to inspire and engage others. Learn, grow, and lead.

PEOPLE LEADERSHIP

When you get that promotion or hire your first employee, your world changes. Someone now looks to you to guide a department, division or team to the goals. It's time to learn how to lead.

KNOW YOURSELF FIRST

Knowing your style and behavioral strengths will help you to understand and relate to others on your team. We believe that's step one to becoming a great leader. We begin the academy with your self awareness through a behavioral assessment and self-awareness session.

Hire the best talent, place them in roles that are best fit for their natural abilities; provide the tools, resources and communication for them to grow and excel.

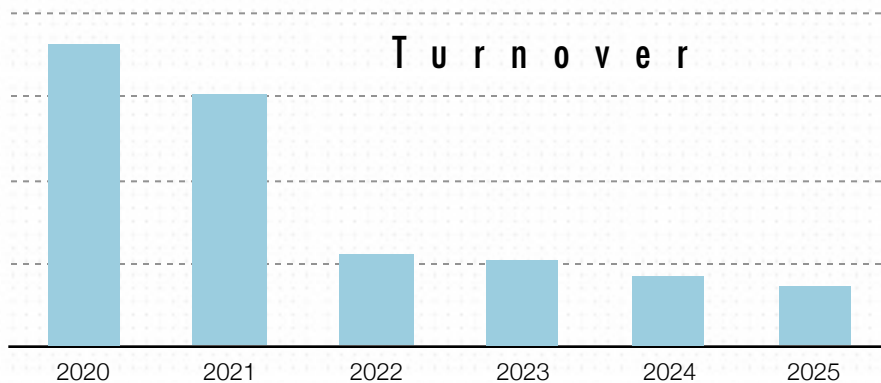
BUILD RELATIONSHIPS

Whether you're new to an existing team, or you're developing a new one, the most important thing that you'll do in the first 60-90 days is build relationships. We'll help you to identify and meaningfully connect with key stakeholders, and plan time to get to know them as individuals. You'll find out about their family and interests, and how you can help and support one another.

SET STANDARDS & EXPECTATIONS

As a leader, you will be viewed as a role model for the organization's values and behaviors. We'll help you learn what are the most important policies and role expectations for your role, and how to reflect these in your workplace.

As you begin to work with your individuals and teams, you will be updating your team culture, and how they experience the organization through your style of leadership. We'll help you to evaluate your organization's current team performance, and prioritize areas of focus. Some of this activity will involve individual coaching, and others will be individual or team recognition. Learn how to build trust and credibility through these opportunities. Your team will be watching.



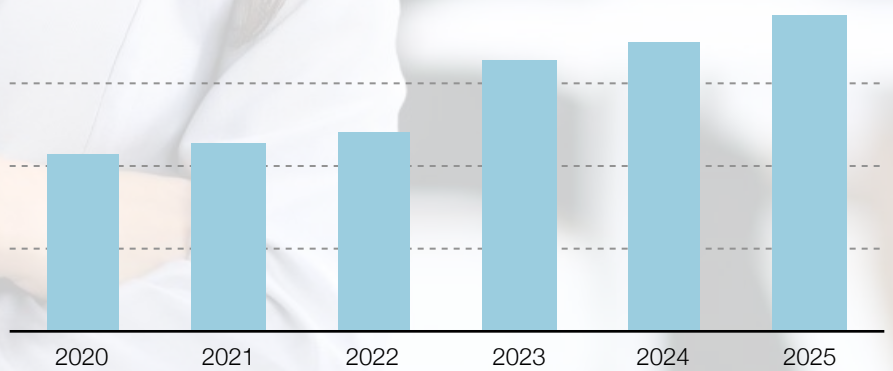
IDENTIFY GREAT TALENT & ABILITY

As you connect and learn about your team and the culture, you'll notice some who are high performers, with great talent, and others who need development, or maybe are not well-placed. We'll help you sort this out effectively, as you build a stronger, higher performing team. We'll share how to observe, engage, coach and support them, helping to build your credibility.



“A smile of encouragement at the right moment may act like sunlight on a closed up flower”
 — Pam Carpenter

E m p l o y e e E n g a g e m e n t



INSPIRE TALENT

Inspiring and developing your team are key leader responsibilities. Everyone seeks something different at work, however most people seek safety, a supportive peer group, a manager that communicates with them, and who values their

opinions and abilities, and cares about them as an individual. Most employees also want to have the opportunity to readily use their skills and abilities, and to learn and develop new skills.

We'll help you learn what each employee wants and needs to deliver their personal best, and to love their work!

BUILD THE CULTURE

Every organization has a unique culture, reflecting what's valued and expected by internal members of the workforce, reflected to customers and stakeholders. Talk with your team to identify what they see as the current team culture, and what they desire.

MISSION

Start with the mission of the organization — it's purpose for being. What does your company offer to customers? How does your team support this in your work? Discuss the connection with your team.

VISION

What is the vision of your organization? If there isn't a stated vision, what does leadership want or need to achieve, and why? A vision statement should unify and excite the team, by setting a reachable but difficult goal or outcome. Make the vision real.

VALUES

You've already explored your team's values and connection to the organization. Is there alignment, or areas where your team has some additional or different values? These values form how your customers experience your organization, and are extremely important. Take the time to understand any differences, and ensure that your customers value the interaction with your team.

We'll help you to identify and support your team's values in action. Even better, when you get your team to embrace the shared values, they are reflected by everyone easily.

SET THE DIRECTION

The relationship with a manager or leader is the most important one to your team. If you reflect a clear direction and expectations of how your team supports the overall mission and vision, and you walk the talk in a fair manner consistent with the values, you'll be supporting them in a positive environment.

We'll help you set the direction, engage and inspire your team to be successful in the next year. You'll create a clear picture and plan, with progress milestones. You'll also get your team's input and feedback in the process.

\$999,000	Revenue target for the year — your departmental budget
\$475,156	Labor cost — your departmental budget
\$44,225	Supply cost — your departmental budget
99.9%	Product quality score in your department



COMMUNICATE

As you discover your leadership style, you'll also become aware of your preferred communication style. Some leaders are spontaneous communicators, and share their ideas openly and regularly. Others prefer to gather data and information, analyze it, and proceed with a specific meeting agenda, timeline, and goals. There are many styles in between. The key is to flex your communication style to the needs and style of your team. Always start with their needs.

IN PERSON COMMUNICATION

There are many ways to communicate in person with your team — meetings, one-on-one conversations, rounding in work areas, and informally at social events or external venues. As a leader, you will also be asked to communicate on behalf of your team to multiple audiences, and will need to convey a succinct, professional, and clear message.

We'll help you understand and leverage your communication style, and convey your intended messages through your body language and specific word choices for each type of audience.

WRITTEN COMMUNICATION

As a leader, you will be communicating constantly, either to individuals, team members or to others in your organization. Much of that communication, internally or externally will be through written communication. Right or not, people will often consider your abilities as a leader based upon your written communication skills. We're here to help.

First, we'll focus on what kinds of communication are appropriate for written forms versus in person. This is essential for clarity, credibility, and impact.

Secondly, we'll work on drafting professional, concise messages for different audiences. Writing short, focused messages that get the reader's attention and response is an art, and yet anyone can develop consistency and skill.

In addition to emails and brief communications, we'll also address best practices for effective meeting agendas, minutes, and memos. Developing a professional communication style in-person, via phone, and in writing will help you to feel and act like the leader that you aspire to become. Practice and feedback get you there.

LEAD CHANGE & IMPROVEMENT

One of the key roles of leadership is to design and lead change and improvement projects. Start with trust, a clear “why” for the change or improvement, and a plan.

When you begin working with your team, you may find that there are some areas that need to change or improve. Sometimes these changes impact your team’s workflow, satisfaction, or customer experience. Other times, you may need to create change to improve performance results or efficiency, whereas the team is comfortable with the current process. The most effective way to create effective change is to begin with small wins that are desired by the team, where you can build trust, credibility and buy-in.

One of our favorite ways to build relationships and begin effective change is to ask your team to identify one idea for effective change that would either improve their work environment or the results that the team provides. If you hear similar opportunity areas from multiple team members then you’ve found a great starting place. Before you get started, we’ll help you to identify the impact to the team (time, \$\$, quality, etc.), and get some ideas about what specifically should change in order to be successful.

Next, we’ll help you draft the project plan and assemble the team. Consider who could lead the team (if you have someone with that interest and experience), who needs to be on it from an understanding of the areas of impact, and what specific skills and abilities are needed to support the team. Generally, consider individuals who take responsibility, are idea generators, and are open to change. As a new leader, you may need to be more involved in the first one or two, while you’re building skills within the team. Let the team proceed, and check in periodically to evaluate progress and results.

Successful teams have the following elements:

- ▶ **WORK PLAN OR CHARTER**
- ▶ **TEAM LEAD, MEMBERS, EXECUTIVE SPONSOR**
- ▶ **TIME ALLOTTED TO MEET AT INTERVALS**
- ▶ **OUTCOME MEASURES EXPECTED**
- ▶ **PERIODIC REPORTING STRUCTURE/TOOL**

We’ll help you develop a project plan with the above elements, and understand how to guide your team to the goals and milestones. Planning is essential to make progress, and to be able to monitor results for motivation and value. With each subsequent team, you’ll be building confidence and better results, which get your team members engaged and excited! Improvement is fun!



MANAGE RESOURCES

One of the other key activities of leaders is to manage resources — human and fiscal, and sometimes capital equipment or facility resources. Once you know what your role involves, we'll teach you how to manage your resources effectively.

RESPONSIBILITIES

As a new leader, you may be given a budget to manage, or the organization might just ask you to manage your day-to-day expenses in line with certain amounts. At any rate, you'll need to know what the organization expects of you related to your department's operational or capital budgets.

REPORTS & TARGETS

Once you know which resources that you are expected to manage in your role and the targets, we'll review your current state and what you need to accomplish.

In order to do this, you'll need to find out what reports, programs or files are used to show the information on your areas, to monitor and adjust them as needed.

SUPPLY CHAIN & EXPENSES

As a leader, you're responsible to make sure that the raw materials or supplies that your team needs are available and in good condition. You must understand what those essential items are, where you get them, and how to monitor and get more as needed. We'll show you how to find out this information, and how to set up effective systems to ensure it.

PEOPLE RESOURCES

Usually the biggest part of your budget is your team talent. We'll help you identify how many people you can have within your means, how to monitor their performance, and how to replace them when needed.

Building and retaining your talent is a core role of leaders, which will consume the majority of your time. We'll help you identify and use systems to manage your team talent effectively, while setting the direction for the future, and meeting your other leadership responsibilities.

"The strength of the team is each individual member. The strength of each member is the team."

—Phil Jackson

DEVELOP TEAMS

The work in most organizations is not done by individuals — it's done by teams. As a leader, you need to support and develop your teams to achieve better business results.

There is a typical span of control that provides a leader for about every 20 or so employees. Some organizations have a much broader span; it varies by structure and industry type. If you have more than a 20-member team, you'll be spending a lot of your time developing and engaging your talent. Now that you know the basics, this module will provide a higher level of interaction and engagement for the purposes of retaining and developing your best talent.

WHO TO DEVELOP; WHO TO RELEASE

High performing companies have a clear process of identifying high levels of individual and team performance for reward, recognition and talent development. We help you find out who's good at a certain item, who has potential to grow and develop, and to celebrate their progress on the way. As you build relationships with your team, you'll have many opportunities for rich feedback and learning with them.

Developing a healthy, high performing team also means that some individuals will not be a good fit. Your goal is to identify those that aren't a fit as early as possible, to minimize the damage to the desired culture. There are many cues and elements to effectively developing your teams, including working with software programs to track education, training and development of knowledge, skills and abilities. We help you make best use of your time and team talents, to actually retain your best talent by providing the environment and culture that inspires and excites them.

“Leaders keep their eyes on the horizon,
not just on the bottom line.”

—*Warren G. Bennis*

P U R S U I T O F
E X C E L L E N C E L L C

& POE Talent Solutions

Eau Claire, WI 54701

T: 715-828-7390,

info@pursuit-excellence.com or

info@poe-talentsolutions.com



P U R S U I T O F
E X C E L L E N C E L L C

310 Pinnacle Way, Suite #301

Eau Claire, WI 54701

T: (715) 828-7390

E: info@pursuit-excellence.com

www.pursuit-excellence.com

