The Battle of Gettysburg

Description:
The Battle of Gettysburg was the largest battle ever fought on the North American continent. The workshop begins with an overview of the battle and provides the background essential to understanding leadership decisions that were made there. Following this overview, we examine the battle on the actual field. Participants will be introduced to and asked to examine three essential keys to leadership – adapt, innovate, overcome. Their day on the Gettysburg Battlefield will illustrate these concepts clearly and how they can apply the lessons from Gettysburg to their own growth as leaders. The workshop concludes at the cemetery where Lincoln delivered the famed Gettysburg Address.

Learning Objectives:
• Discuss leadership styles and their importance in leading an organization
• Understand and apply the concepts of adapt, innovate and overcome effectively in an organization
• Open discussions around strategic leadership, strategic vision, innovation, communications in an organization, “leading the boss” and emotional intelligence

The Battle of Antietam

In order to understand how and why battles are fought it is important to first understand the larger operational, strategic, and political context in which they occur. This workshop begins with a brief seminar to provide an overview of the Battle of Antietam and helps participants gain a clearer understanding of the days’ events. After the overview participants will experience Antietam first-hand and learn about the leaders involved, how they made the decisions they made and their motivations for those decisions. With that information we will discuss important leadership lessons and how they apply to a contemporary organization.

Learning Objectives:
• Discuss leadership styles and their importance in leading an organization
• Understand and apply the concepts of adapt, innovate and overcome effectively in an organization
• Open discussions around strategic leadership, strategic vision, innovation, communications in an organization, “leading the boss” and emotional intelligence
The Battle of Bull Run

The workshop begins with an overview of the Battle of Bull Run that clearly explains the events that led to the fateful day of July 21, 1861. Participants will then walk the battlefield in chronological order. A certified battlefield historian describes actual events while a leadership facilitator illustrates various leadership principles that are as appropriate today as they were during this historic conflict. This battle is a particularly interesting to analyze because both armies or “organizations” were not yet fully developed, and their leaders were untested. The discussion concludes at the Lincoln Memorial in Washington D.C. where the evolution of strategic vision is discussed using Lincoln himself as a backdrop.

Learning Objectives:
• Discuss leadership styles and their importance in leading an organization
• Understand and apply the concepts of adapt, innovate and overcome effectively in an organization
• Open discussions around strategic leadership, strategic vision, innovation, communications in an organization, “leading the boss” and emotional intelligence

Leadership and Teambuilding on the Appalachian Trail

*When a team outgrows individual performance and learns team confidence, excellence becomes a reality.*

– Joe Paterno

Experience the rewards of a day hike on the world-famous Appalachian Trail while building your team leadership skills. Participants will hike in small groups, experimenting with positional leadership and considering the impact of an unfamiliar and changing environment on leadership, teamwork, and communication. Team leadership lessons from the experience are explored and discussed after dinner at a local restaurant.

Challenge Level – easy to moderate hiking, approximately 5 miles each way. No hiking experience necessary.

Learning Objectives:
• Build cohesion amongst participants
• Translate leadership learned on the trail to organization
• Learn effective communication and teamwork
Leadership 101

Contrary to the opinion of many people, leaders are not born.
Leaders are made, and they are made by effort.
- Coach Vince Lombardi

Are leaders made or born? What are some of the basic aspects of leadership that all those placed in positions of responsibility should consider? This seminar will confront critical leadership questions and address some of the “myths” that have been created around leadership. Participants will learn strategies and tactics for confronting their own leadership challenges and how to overcome them successfully while continuing to grow themselves and others into great leaders.

Learning Objectives:
• The importance of leadership development for future success of organizations
• Understand leadership “myths” and how to avoid them
• Familiarity with some successful leaders in history and how participants can incorporate their strategies and styles into their own work

Leadership in Four Directions

Leadership and learning are indispensable to each other.
- John F. Kennedy

All leaders “lead in four directions.” They lead their boss, peers, subordinates/employees and themselves! In this seminar participants will take a critical look at these dimensions and discover various ways to be successful in all four directions. Participants will gain a deeper understanding of all their leadership roles and how to lead more confidently in all four directions and in the end be a valuable asset to their organization.

Learning Objectives:
• Understand the four directions of leadership and how they pertain to each participant
• Learn how to comfortably lead in all situations
• Strategies for troubleshooting difficult leadership situation and challenges
Avoid Being Road-Kill on the Information Highway

By three methods we may learn wisdom: first, by reflection, which is noblest; second, by imitation, which is easiest; and third, by experience, which is the most bitter.
- Confucius

This seminar will address the use and misuse of information technology and the implications for leadership in the 21st century. As John Naisbitt wrote in Megatrends, back in the early 1980’s, “We must learn to balance the material wonders of technology with the spiritual demands of our human nature.” Many leaders have allowed technology to supplant personal leadership, causing problems both for the leaders and their followers. The solution is found in recognizing the predicament and developing specific strategies to reestablish the proper balance between technology and personal leadership.

Learning Objectives:
• Recognize the negative impact certain uses of technology can have on the growth of an organization.
• Understand the concept of “high tech” and “high touch”
• Learn strategies for creating a balance between technology and personal leadership.

Becoming a Master Mentor

Mentoring is a brain to pick, an ear to listen, and a push in the right direction.
- John Crosby

Mentoring is a personal relationship in which a more experienced (usually older) mentor acts as a guide, role model, and sponsor of a less-experienced (usually younger) protégé. Mentors provide mentorees with knowledge, advice, challenges, counsel, and support in their pursuit of becoming successful in their chosen profession. This seminar will focus on the crucial traits and behaviors of outstanding mentors, the diagnosis/management of mentorship dysfunctions, and long-term strategies for integrating mentorship into one’s ongoing professional work. The seminar leader is the author of the “Elements of Mentoring.”

Learning Objectives:
• Understand the importance of mentoring and how it is beneficial to an organization
• Learn what the traits and behaviors of a valuable mentor are
• Develop strategies for integrating mentorships into professional work
Knowledge Management

Good flutists learn from experience...unfortunately so do bad flutists.
- Anonymous

The most valuable asset of most modern U.S. organizations, public or private, is what they know about “how they do what they do.” This knowledge is created by experience, experimentation, innovation, or acquisition. This seminar draws on the studies from government and industry, will discuss managing, creating, capturing, processing, disseminating, and encouraging the profitable use of how-to knowledge in organizations.

Learning Objectives:
• Understand the importance and value of knowledge management within an organization
• Learn the role of corporate cultures in facilitating or inhibiting the process of managing knowledge within an organization
• Begin to strategize ways of managing knowledge within own organization

Leading with P.R.I.D.E™

In this seminar we will help you fix the number one problem, which will help you become a better communicator. However, this is not a seminar on communication. Once we clear the hurdle of the “number one communication problem”, we will provide the template that will help you understand the things that must be effectively communicated with the staff so they understand the role they play in the organization. If you follow the model provided in this seminar, the result will be an incredible and measurable growth in the organization.

Learning Objectives:
• Understand the number one communication problem
• Learn P.R.I.D.E model to gain trust and understanding from staff
• Strategize effective implementation of model in own organization
The Leader as a Communicator

*Good communication is as stimulating as black coffee, and just as hard to sleep after.*
- *Anne Morrow Lindberg*

Communications is fundamental to good leadership and effective leaders are usually good communicators. They make getting the message out a major priority, carefully consider the myriad of mechanisms available to them to communicate (email, voice, telephone, letters, etc.) and select the best tool for the moment. This seminar examines the importance of communications to a leader, barriers to effective communications, non-verbal communications, and methods to improve communications skills.

**Learning Objectives:**
- Understand how crucial effective communication is for the success of an organization
- Learn the different types of communications and how to choose the right one at the right time
- Discuss and analyze examples of poor communication

The Education of Abraham Lincoln as a Leader

*Nearly all men can stand adversity, but if you want to test a man’s character, give him power.*
- *Abraham Lincoln*

In this seminar participants will examine and discuss how the extraordinary leadership of Abraham Lincoln was at least partly a by-product of his habit of lifelong learning. Many people know that Lincoln had only about one year of formal schooling in total, but few know exactly how he made up this deficit. The truth is that Lincoln’s program of self-education went far beyond his frontier childhood and continued literally straight through his presidency. This seminar serves as a model on how leaders must consider the issue of life long learning for themselves and their organization.

**Learning Objectives:**
- Appreciation for one of the countries most respected and valued historical figures
- Inform and inspire about the importance of life-long learning for individuals and organizations
- Learn strategies for becoming a life long learner and instilling this virtue in others
Conflict Resolution

To see what is right and not to do it, is want of courage.
- Confucius

One of the most important (and often the most difficult) things that leaders do at all levels is to prevent or resolve conflict. A "conflict" is a disagreement between interdependent people about goals, aims, and/or values. Leaders should not seek conflict but expect that it will occur in moving the organization ahead. While it is frequently destructive, it can also have positive outcomes if handled properly. This seminar examines the following questions: What is conflict? Can it be constructive as well as destructive to an organization? What is the cycle or phases of a conflict? How can I deal with conflict as a leader and seek resolution?

Learning Objectives:
• Learn the different types of conflicts and how to identify them in their own organization
• Understand how to resolve the most difficult or most irreconcilable conflicts
• How to read the “warning signs” in an organization that may create conflict and how to divert the focus back to the mission and vision of the group

Crisis Leadership

There cannot be a crisis today; my schedule is already full!
- Henry Kissinger

All leaders face crisis’ – whether it be for themselves or their organizations. Being able to properly plan for and handle expected and unexpected crises is critical to the success of any leader or organization. This seminar will examine the nature of crisis and what leaders should do to prepare or “inoculate” their organization as well as quickly organize their own thinking and the direction of their organization when crisis strikes.

Learning Objectives:
• Understand different types of crisis and how they play a role in an organization
• Clarity on one’s own reactions to different types of crisis
• Learn how to see a crisis as an opportunity and how to take advantage of it in a positive manner
Ethical Decision Making for Modern Leaders

Management is doing things right; leadership is doing the right things.
- Peter Drucker, economist, management guru, author

Some have argued that leadership is morally neutral. Effective leadership is a function of defining a vision and then convincing others to follow the direction you have set. This seminar discusses the critical importance of ethics and character as fundamental aspects of the “leader of character”. Participants will have the opportunity to review basic ethical theory, engage in guided consideration of the multiple ethical dimensions of leadership and explore specific dilemmas experienced in today’s schools.

Learning Objectives:
- Learn how to be cognizant of the importance of leading and working in an ethical environment
- Understand the importance of modeling ethical behavior for their respective organization
- How to be a confident leader of discussions about ethical dilemmas with all constituents.

The Army Approach to Leader Development

A leader is a man who has the ability to get other people to do what they don’t want to do, and like it. --President Harry Truman

This seminar addresses three domains of leadership: direct, indirect and strategic. It focuses on how the U.S. Army War College, the nation’s foremost institution for the study of strategic leadership and the development of land power, fits in to the U.S. Army’s model for developing leaders in general and strategic leaders in particular. Participants will gain new insights into leadership development from the American military’s unique example and vision that can be applied to organizations of any type.

Learning Objectives
- Understand the three domains of leadership as they apply to the US Army
- Learn about the Army’s unique and effective approach to leadership development
- Discuss how the Army approach to leadership can be translated and applied in civilian organizations
Iraq: Postcards from a troubled place

*I believe that the government that governs best is a government that governs least, and by these standards we have set up a fabulous government in Iraq.*
- *Stephen Colbert, Speech to White House Correspondent's Dinner, April 30, 2006*

There has probably been no greater modern challenge for the leadership of the United States than Iraq and the Global War on Terrorism. Dr. McCausland has made an extensive study of this conflict as well as serving in combat in the first Gulf War in 1990-1991. He has frequently visited Iraq as part of his consultant work for CBS television and radio. This seminar provides an overview of the challenges facing American and Iraqi leaders and uses this to discuss leadership competencies.

Learning Objectives:
- Understand the military and governmental challenges in Iraq
- Learn about the leadership struggles faced by the US during this crisis
- Discuss what modern leaders can learn from the events in Iraq and how they can be applied to their organizations

Afghanistan at the Crossroads: Challenges for Leadership

*There can be no government without an army, no army without money, no money without prosperity, and no prosperity without justice and good administration.*
- *Ibn Qutayba, 9th Century Islamic Scholar*

On 1 December 2009 President Barak Obama announced a renewed effort by the United States for success in the war in Afghanistan. He further committed 30,000 additional American troops and an expanded deployment by America’s NATO allies to this endeavor. After eight years this conflict is now the longest war in American history. This seminar provides an update on the war in Afghanistan and the many challenges the United States faces. The seminar will use this conflict as a case study to consider what can leaders at all levels learn from this experience.

Learning Objectives:
- Clearer understanding of the War in Afghanistan and the current role of the United States as a leader in finding peace
- Relate leadership lessons from this conflict to modern day organizations
- Discuss and examine leadership competencies as demonstrated by this conflict
Strategic Leadership of Professions

*Men make history, and not the other way around. In periods where there is no leadership, society stands still. Progress occurs when courageous, skillful leaders seize the opportunity to change things for the better.*

- President Harry Truman

This seminar will address the question, “Are vocational professions to be led at the strategic level in the same manner as other producing organizations such as businesses and bureaucracies?” The seminar will analyze three areas of strategic leadership: (1) what is common and what is unique about the productive processes of the three different types of producing organizations: businesses, bureaucracies and professions? (2) the strategic level of leadership in general with focus on the competencies needed by leaders in that type of environment, irrespective of type of producing organization. (3) the uniqueness of professions (their two internal jurisdictions wherein the profession’s expert knowledge is created and where that abstract knowledge is developed into human practitioners).

Learning Objectives:
- Understand the three areas of strategic leadership and how they relate to own organization
- Strategize competencies needed to implement strategic leadership successfully
- Discussion of the specific skills needed to be a strategic leader in various professions

Strategic Leadership

*Do not follow where the path may lead.
Go instead where there is no path and leave a trail.*

- Ralph Waldo Emerson, author, poet, philosopher

Strategic leadership is the process used by a leader to affect the achievement of a desirable and clearly understood vision by influencing the organizational culture, allocating resources, directing through policy and directive, and building consensus within a volatile, uncertain, complex, and ambiguous environment for his or her organization. This seminar will examine the essence of strategic leadership, how it differs from direct and organizational leadership and the various competencies that are important to strategic leaders.

Learning Objectives:
- Understand how to incorporate strategic leadership into own leadership style
• Learn how to anticipate opportunities and threats in an environment of strategic leadership
• Understand the difference between strategic, organizational and direct leadership

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### Strategic Vision

*If you don’t know where you are going...any road will get you there...*

- Alice in Wonderland

Strategic "vision" is a picture of a desirable future for any organization. It is important for any organization as it provides continuity and links between the past and future. Establishing a clear vision for any organization and communicating it to all “stakeholders” is crucial to the success of any organization. In this seminar participants will learn about the volatile, uncertain, complex, and ambiguous environment that most leaders confront.

**Learning Objectives:**

- Better comprehend the role of a strategic leader and the uncertain environment many leaders must operate in
- Understand how to move from organization vision to actual strategic planning
- Consider how to coordinate the efforts of staff to effect strategies, plans, and choices for success

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### Strategic Thinking

*In a time of drastic change it is the learners who inherit the future.*

*The learned usually find themselves equipped to live in a world that no longer exists.*

- Eric Hoffer

This seminar examines the importance of leaders being able to think holistically in five areas to be both successful and admired. The five different meta-cognitive domains are called creative thinking, critical thinking, thinking in time, systems thinking, and ethical thinking. In this seminar participants will discuss examples of each domain and how it applies to their work.

**Learning Objectives**

- Understand the connection between strategic thinking and effective leadership
- Learn five areas of leadership to be successful and admired as a leader
- Strategize how to apply strategic thinking to own work and organization
Critical Thinking For Strategic Leaders

What we think, we become
- Buddha

As leaders move to the strategic level, issues will increase in complexity and ambiguity, and the consequences of decisions will be more far-reaching and serious. Therefore, the need to analyze issues in depth and in a more systematic manner also rises. Critical thinking is not a spectator sport. The skills of critical thinking must be practiced with a wide variety of issues in many different contexts in order to be learned and retained. This seminar will examine the basic foundation and understanding of critical-thinking concepts and skills that leaders need to apply in their future responsibilities in the strategic-leadership environment.

Learning Objectives
- Understand the barriers to effecting decision-making in today’s environment
- Learn how to practice critical thinking in a variety of contexts and situations
- Discuss and strategize critical thinking considerations and implementation

Effective Management of Difficult People

Leadership is action, not position.
- Donald H. McGannon, businessman

In any organization, employees with problematic personality styles can wreak havoc on a healthy interpersonal work environment. Difficult employees consume inordinate resources measured in terms of leader time, stress, and workplace turnover. In this seminar, leaders and executives will learn to effectively identify and successfully manage difficult subordinates and employees.

Learning Objectives:
- Develop skills in effective management and relationship building
- Understand importance of early detection and intervention
- Learn how to identify and successfully manage difficult employees
Executive Wellness

_Educated men are as much superior to uneducated men as the living are to the dead._
- Aristotle

All leaders are susceptible to the same common health and lifestyle as any human being – eating on the go, eating poorly, lack of exercise, weight gain and other more serious health issues. Their health is often further threatened by the stress associated with their position. To ensure the success of an organization it is crucial to ensure the overall health and well-being of their senior leadership and employees. This seminar reviews the primary wellness challenges confronting leaders and makes recommendation on how to improve overall health and wellness.

Learning Objectives:
• Understand ailments and serious health conditions facing leaders and professionals in America
• Understand the relationship between self care and improved relationships
• Learn strategies for healthy eating and successful exercise

Finding a Life Rhythm to Lead with Strength, Character, and Grace

_Leadership is communicating to people their worth and potential so clearly that they come to see it in themselves._
- Steven Covey, The 8th Habit

With the relentless pace of life and the incessant demands of leadership, many leaders have lost the life rhythm that allows action, thought, and rest to blend harmoniously. This seminar will examine the factors that disrupt our rhythm and discuss practical ideas to regain a rhythm that leads to enhanced productivity, increased energy and creativity, and an alignment between inner values and outward activities.

Learning Objectives:
• Understand the importance of creating a life of harmony and balance
• Learn when to identify when life imbalance has set in
• Learn practical strategies for restoring life balance and decreasing stress

Are You Settling For Good Instead of Great?
You have more in you than you know; so do the people in your organization who count on your guidance and leadership. Unlock your potential, use the unique gifts within you, and make the world a better place. It won’t happen overnight, but take the first step. You’ll leave this seminar with a framework around which you can build (or rebuild) your leader’s philosophy.

Learning Objectives
• Learn the four primary gifts true leaders give the people who work with them and how to use them to create a healthier and wealthier organization
• Identify own gifts and refine a clear path of your personal journey
• Learn how to help others identify and take advantage of their personal gifts and strengths

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**Emotional Intelligence**

*What is important to a relationship is a harmony of emotional roles and not too great a disparity in the general level of intelligence.*

- Meryl Streep

Many researchers today have begun discussing "emotional intelligence" (EQ) vs. a person’s IQ. Why are we interested in it? It is perhaps best summarized by an individual leader’s ability to achieve clear self-awareness, have empathy for others, maintain complete control of anger at all times, and the ability to handle other people in a fashion that inspires them to succeed. This seminar examines the role of EQ in developing good leaders.

Learning Objectives:
  • Understand areas of emotional intelligence and it’s importance in being an effective leader
  • Considers one’s own emotional intelligence and how to develop it further
  • Discuss and analyze situations in which emotional intelligence plays an important role

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**Everybody’s a Little Nuts...**

We often allow ourselves to believe that our circumstances have “kept” us from reaching our potential. Or we believe others were merely lucky, they got all the breaks, they’ve won life’s proverbial lottery. It may be easier to face the mirror each morning with these rationalizations, but they do nothing to help us break free from our current circumstances, unlock our potential, and achieve what we were meant to achieve. W.A.C.ko™ is a tool that should be in every leader’s toolbox. You will learn to use it - and love it - as you explore your dreams and how to achieve them. The outcome – success! Not only for you, but for all those you lead.

Learning Objectives
  • Understand what is holding you back from reaching full potential
  • Learn the W.A.C.ko tool to unlock your full potential and that of others
  • Discuss and strategize ways to apply tool in own organization or varying occasions
Leading the Learning Organization

*Without initiative, leaders are simply workers in leadership positions*
- Bo Bennett

After the Bay of Pigs debacle, President John F. Kennedy famously remarked that “Success has a thousand fathers; failure is an orphan.” For organizations, the cost of failure may be measured in the loss of millions of dollars, or more tragically, human life. Organizations that do not learn from adverse experiences are not only likely to repeat them, but in the worst case, they could cease to exist because they lose public confidence. Therefore, creating a work climate that fosters learning and quality performance is an essential task of leadership practice. This seminar introduces the concept of a learning organization and familiarizes the participants with the core competencies needed to build such an organization.

Learning Objectives
- Understand concept of learning organizations v. strictly business organizations
- Learn core competencies for creating a learning organization
- Discuss examples of organizations who have failed to become learning organizations and how they suffered

Organizational Leadership

*An empowered organization is one in which individuals have the knowledge, skill, desire, and opportunity to personally succeed in a way that leads to collective organizational success.*
- Stephen Covey, Principle-Centered Leadership

This seminar will examine leadership at the intermediate level of operational or enterprise leaders who must translate strategic guidance of complex coalitions into practical action plans. It will consider the powers, options, limitations, and dominant ideas of operational-level leaders who hold significant responsibilities, but still act under policy guidance from above. Seminar themes will be character and competence, leadership and responsibility, and leading in times of change or crisis.

- Develops thinking about organizational or enterprise leadership
- Enhance ability to face the leadership challenges of today’s volatile environment under the pressures of high-level leadership
- Discuss how future operational leaders may deal successfully with complex responsibilities, great opportunities, and high risk in an environment of constant change
Organizational Culture and Change

Consider this exchange from the movie, Alice in Wonderland:

Alice said to Cheshire Cat, "Would you tell me, please, which way I ought to go from here?"

"That depends a good deal on where you want to get to," said the Cat.

"I don't much care where," said Alice.

"Then it doesn't matter which way you go," said the Cat.

Cameron and Quinn conducted extensive research on organizational culture and defined it as “…the taken-for-granted values, underlying assumptions, expectations, collective memories, and definitions present in an organization”. It is important to leaders because it gives members identity, facilitates collective commitment, promotes social system stability, and shapes behavior by helping members make sense of their surroundings. After considering this carefully each leader must have as a goal to align the interdependent relationship between culture with its mission, vision, purpose, and strategy. This seminar will examine this phenomenon and also discuss how leaders must often change the culture of their organization to effect success.

Learning Objectives

• Understand importance of considering "organizational culture" and how to do this successfully
• Discuss organizations culture based on it’s mission, vision, purpose and strategy
• Learn how to make positive change in organization by changing the culture
Leading and Managing Change

“If you don’t like change...you are going to like irrelevance even less”.
- General (retired) Eric Shinseki

For organizations to successfully adapt in a rapidly changing environment, they must be effectively led and managed throughout the process. Leadership and management are related but distinct functions that must be leveraged together in order for organizations to successfully negotiate the turbulence and uncertainty of today’s white water organizational environments. This seminar explores: 1) the dynamics of turbulent change; 2) a systems approach to problem solving and decision making; 3) differences between change leadership and change management; 4) Lewin’s and Kotter’s change models; and 5) the psychology of change.

Learning Objectives
• Understand the difference between leadership and management and when to apply each appropriately
• Learn system for effective problem solving and confident decision making
• Discuss current organizations past changes and how they can be learned from to lead and manage future change