ORG -ology

LEADERSHIP DEVELOPMENT

Integrated Into Your Strategic Needs

PEOPLE STRATEGY:
LEADERSHIP DEVELOPMENT AND COACHING

Investing in your people strategy focuses on skills, support and innovation for the individuals who drive your organization every day. Those people can make up close to 70% of your organization's costs.

Your staff is your most valuable asset. Org-ology's model is a comprehensive arc that engages at different points to help those staff so they can perform their best work to achieve the strategic outcomes sought.

- Leadership development: creating a consistent skill level in a cohort-type environment

- Targeted leadership intervention: choosing key focus areas—essential to your culture, environment, and business—and investing in a coordinated approach to achieve specific results

- Coaching: one-on-one support to problem-solve and achieve strategic outcomes

Org-ology's pragmatic approach asks leaders, in all of these areas, to explore their unique environment and consider how to engage more effectively to get the solutions that they need?

ORG-OLOGY LEADERSHIP DEVELOPMENT: THE FUNDAMENTALS

New leaders, and leaders new to your organization, need a consistent skills vocabulary:

- What's expected in performance management?

- What's the accountability standard?

- How do I proactively engage my team when things start to go wrong?

Org-ology builds these core skills in a cohort environment: leaders working together reinforces an organizational culture and builds collaboration networks.

Org-ology's approach to leadership development begins with three core competencies:

- Leading yourself
- Leading others
- Leading the organization

Based on current leading research, these competencies are the key to building effective leaders from the inside out.

Our leadership development model is based on phased skill and knowledge acquisition:

- Understanding individual strengths and gaps
- Seeing how mission and vision cascade through teams and the organization
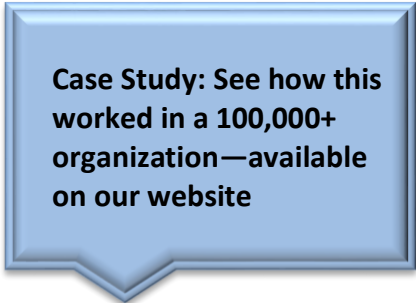- Acquiring the tools to build that vision and culture
- Applying those tools

Org-ology uses the course's content to build a fundamental basis of personal and technical leadership. On this basis the course design enables your unique organization to link your own strategic priorities into the content and offers workshop-type engagement for participants to work on real day-to-day challenges.

Org-ology's design uses cohorts as one of several tools to enable this course's personalization.

DETAILED LEADERSHIP PROGRAM OUTLINE

Org-ology's program uses a three-phased structure, which we recommend be completed throughout a several month timeframe. This extended period allows for development and application between the phases. Classroom days do not need to be offered back-to-back. They can be scheduled separately, allowing participants self-reflection between sessions.

Case Study: See how this worked in a 100,000+ organization—available on our website

Each of these phases can be personalized to your strategic goals in a formal or informal manner.

PHASE 1 LEADING YOURSELF—

Phase 1 focuses on introspection. All participants learn of their impact as individuals within a team. In this phase all participants learn to lead themselves, connect with and build trust with the members of the cohort as part of a team.

This Org-ology course is a 2-day group coaching workshop that builds across three areas:

1. An overview of the self
2. How your type preferences shape a team or organization

3. How can the individual adjust to or modify behavior based on situational awareness and others

PRE-WORK:

Org-ology proposes the following off-the-shelf assessments as a multi-faceted coaching model:

- The Thomas-Kilmann Instrument (TKI) tool assesses typical behavior in conflict situations and describes it along various dimensions.

- The Myers-Briggs Type Indicator (MBTI) tool is based on the theory of psychological types described by C. G. Jung. The essence is that much seemingly random behaviors are actually quite orderly and consistent and are due to basic differences in the ways an individual prefers to use perceptions and judgments.

- The Fundamental Interpersonal Relations Orientation (FIRO-B) tool helps individuals understand interpersonal needs and how those needs influence communication style and behavior in professional performance.

- The Managerial Style Questionnaire (MSQ) tool helps identify individuals' use of different leadership styles and which style is most often used.

- Optional: 360-degree feedback, also known as multi-rater feedback, is a process or a tool that solicits information from a variety of workplace sources on employees' work-related behavior and/or performance. This can be used for a customized focus on **your organization's** specific targets.

Participants are required to complete the instruments before training and the results are used in the training and coaching of participants individually and as a group. All participants will receive a report of their responses to the instruments and use these to create a plan for the future.

LEVEL OF EFFORT:

- Participants' classroom time 2 days (14 hours)

- Participants' out-of-classroom time 8–10 hours

- Pre-work: complete the coaching instruments read and complete answers in the coaching report

- Out-of-class project: create individual action plan based on the coaching report information

PHASE 2 LEADING OTHERS—

Phase 2 focuses on a combination of fundamental leadership skills with extensive practice of complex communications. The topics included in this 2-day course range from the basics to the complex, including:

- Balancing strategic and operational priorities

- Managing and guiding team dynamics

- Measuring growth and managing performance

- Effective communications, meetings, and more

- Leading difficult conversations

- Coaching conversations and giving feedback

- Leading by influence

These sessions specifically highlight role-playing and practice. Giving feedback and leading difficult conversations are complex skills that can only be acquired with personal practice.

PRE-WORK:

Book or articles such as:

- What Google Learned From its Quest to Build the Perfect Team, *New York Times* 26 February 2016

- *Drive* by Daniel Pink

- *Thinking, Fast and Slow* by Daniel Kahneman

LEVEL OF EFFORT:

- Participants' classroom time 2 days (16 hours)

- Participants' out-of-classroom time 6–8 hours

- Pre-work: TBD reading assignment

- Out-of-class project: action plan to be achieved with team with report-out

PHASE 3 LEADING THE ORGANIZATION—

Phase 3 looks outward, building on the understanding gained in the first two phases and considering change across the organization. Org-ology uses the "High-Performing Organizations" diagnostic methodology (from the Tavistock Institute) to lead participants through an assessment of their day-to-day challenges. Participants leave the workshop as a cohesive workgroup with a shared perspective and pragmatic plans for leading their teams and the organization.

The topics covered in this 2-day course include:

- High-performing Organizations (HPOs): design, strategy, innovation, effectiveness, measures

- Diagnosing an HPO: are we an HPO?

- Leading in an HPO

- Applying HPO to our organization

PRE-WORK:

Book or articles such as:

- Why Organizations Don't Learn, Harvard Business Review 2015 by Francesca Gino and Bradley Staats
- What Separates High-Performing Leaders from Average Ones, Harvard Business Review 2015 by Todd Warner
- 4 Organizational Mistakes That Plague Modern Knowledge Workers, Harvard Business Review 2015 by Maura Thomas

LEVEL OF EFFORT:

- Participants' classroom time 2 days (16 hours)
- Participants' out–of-classroom time 6–8 hours
- Pre-work: complete the pre-reading and be prepared to discuss the articles as they relate to the organization
- Out-of-class project: create individual action plan based on the learning from all three phases
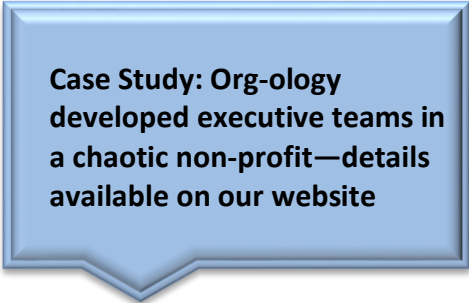
HOW WE DO IT

LEADERSHIP DEVELOPMENT SPECIFIC TO YOU—

Org-ology knows that each organization is unique. Our leadership development program is designed to balance a delivery of key leadership theory and methods with the specific needs and strategy of your organization.

Each course is designed to allow for low-effort tailoring. **Tailoring** the course can include:

- Changes in pre-reading content: authors or subjects specific to your current challenges
- Adapting post-course assignments: linking projects to internal initiatives
- Including scenarios or examples into course content
- Making minor modifications in topics

Case Study: Org-ology developed executive teams in a chaotic non-profit—details available on our website

Based on our modular program design, all of these changes can be for no cost or low cost.

CUSTOM CONTENT DEVELOPMENT

Sometimes you might need more. An organization's strategic goals may require a more unique intervention. Org-ology's team includes training development expertise and the project management skills needed to build a fully unique leadership curriculum.

www.org-ology.com – Tel: 301-789-9795

Here's our development process:

1 Project Kickoff and Requirements Definition

2 Develop Draft Materials

3 Draft Materials Review

4 Develop Final Materials

5 Pilot Course Materials

6 Final Edit Course Materials

7 Course Delivery

WHY US

Org-ology's coaching programs offer what others don't:

- Org-ology's structured approach balances personal insight with applied goals to ensure the coaching output has an organizational impact.

- Org-ology is a global organization development and organization design consulting firm staffed with various skill sets including medical doctors, consulting psychologists, and other highly skilled practitioners. These specialists represent the most qualified and capable in their competency areas to coach your staff and teams from an organizational development perspective.

- We bring human psychology and change management expertise. Human behavior is complex. Our nuanced understanding of personal and organizational change enables us to bring greater value to each coaching relationship.

Org-ology, through our long-standing relationship with organizations like yours and our substantial public and private sector practice, is uniquely qualified to assist your organization in achieving its goals. Our team of professionals brings well-established, positive relationships, deep technical expertise, and unparalleled public and private sector experience. We are the right choice and distinguish ourselves from the competition in the following ways:

INNOVATIVE SOLUTIONS—Our qualifications demonstrate that we've worked with many organizations similar to yours. This depth of experience is important because it enables us to offer you innovative thinking and solutions that are pragmatic, unique, and right for you.

With more than 20 years' experience with similar organizations, the most important client is you. We use our experience to find the best solutions for your organization, with its unique challenges. Using creativity, pragmatism, and data we put our deep experience to work for your organization.

BUILT TO SUCCEED AND SUSTAIN—We believe in delivering lasting success. Value, cost-savings, and return on investment (ROI) all come from successfully implementing the right project in the right way.

True value and cost savings comes from a project that can sustain and continue to succeed after it's been launched. Our solutions demonstrate that value.

DIVERSITY, EQUITY, INCLUSION, AND ACCESSIBILITY (DEIA)-CERTIFIED—DEIA is not a trend. For over the last decade Org-ology consulting services have integrated the DEIA lens into our work.

Diversey, Equity, Inclusion and Accessibility are central high-functioning, best-in-class organizations. We approach this through:

- Improving policies and practices to create and support full diversity
- Building a culture of trust, respect, and engagement for all employees
- Focusing on an organization that allows not only for all groups to thrive but also increased organization effectiveness
- Assessing and adjusting to evolve as decision makers to:
  - o Admit when course corrections or other alterations need to be made.
  - o Continue to "listen to learn" from diverse viewpoints along the way.

DEMONSTRATED TRACK RECORD—Org-ology has deep and broad experience in the public and private sector. Key to our retention has been a record of strong client service and consultative services. We have provided innovative and strategic solutions that have resulted in significant savings for our clients and their employees and participants. To illustrate this point, our leadership has served the State and Federal agencies for more than 20 years. Our public and private sector client list illustrates our knowledge and understanding of industry-specific processes, challenges, and solutions.

QUALITY PRODUCT DEVELOPMENT AND DELIVERY—You will receive very high-quality work from committed professionals while consistently meeting your deadlines.

You will always receive a consistently high level of service throughout the contract period from an organization that is committed to your success. This commitment to service excellence has been a key driver of our strong client growth and our continuous relationships with our clients. This growth has allowed us to invest in research, development, education, and training, and to recruit some of the best and brightest professionals in the industry to meet your needs.

VAST RESOURCES—Org-ology and our partner firms are comprised of several complementary practices that include Organization Design/Re-organization, Employee and Organization Performance Management, Change Management Consulting, Human Capital Development, Employee Training, Leadership Coaching and Engagement, and Management Consulting.

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Throughout the course of our relationship, issues could arise which fall outside the confines of the coaching support services. We are able to assist you in addressing these topics through a broad network of local and national client service professionals.

HIGH VALUE—Org-ology is committed to offering you value in consulting services. We look forward to bringing innovative solutions as you seek to provide cost-effective and quality services to your constituents. By selecting Org-ology, you will get high value consulting services for the fees paid for each of the services mentioned above, especially our public sector experience. Our pricing reflects professional fees that recognize the economic realities of public sector consulting.

If you have any questions regarding this proposal, please contact Dr. Brent Oberholtzer at 301-789-9795 brentoberholtzer@org-ology.com or Heidi Feickert at 240-620-3655 heidifeickert@org-ology.com.

Sincerely,
Org-ology

ORG-OLOGY PAST PERFORMANCE

The key to exemplary professional services is diverse, talented, experienced, and dedicated professionals. Led by our principals, the multidisciplinary team of professionals selected to serve you brings a combination of high-level client service, public and private sector industry knowledge, consulting experience, and business acumen that you will not find from another service provider. Collectively, they possess the breadth of skills needed for your organizations current and future needs.

Various past performance evaluations are available upon request

SOME OF OUR PREVIOUS CLIENTS

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