

Columbia Leadership Institute

Information & Application Packet



COLUMBIA LEADERSHIP INSTITUTE

Developing Leaders Who Transform Organizations



Columbia Leadership Institute Overview

Welcome

The Columbia Leadership Institute (CLI) leadership development program has a rich history of over 30 years of helping enable leaders to transform their organizations. Alumni of the program say that they left with a better understanding of various leadership styles, a better awareness of their own leadership style and a suite of new leadership skills that they actually practiced and utilized throughout the program like identifying needs, verbalizing solutions and having more confidence to initiate action and lead their team to transform their organization.

Our program has been uniquely designed to help leaders improve leadership skills by working in small learning groups guided by a professional trainer who helps participants comprehend and analyze their personal leadership styles and better understand how that style can affect others' on their team. During this time together, the participants learn how to influence one another through experience-based exercises and group interaction. Workshop groups are leadership "laboratories" where participants learn how to become more perceptive and more confident as they refine skills in interpersonal influence and decision making. Observing other leaders and taking an active role in the leadership of the group, increases each participant's capability for effective leadership.

Program Phases

The Columbia Leadership Institute program is more than a course. It is a long-term developmental experience, involving both phases off-site and in-house.

- ❖ **Phase I - Personal Leadership Style:** How to improve your ability to influence others
- ❖ **Phase II – In-House Application:** An action focused research project designed to examine the forces within your organization that help and hinder a leader in facilitating change
- ❖ **Phase III - Positional Leadership:** How you can develop, influence and facilitate team effectiveness for improving productivity and increasing morale

Areas of Focus

Following are areas that we have consistently seen significant growth in participants.

- ❖ Increased ability to influence by building strong relationships
- ❖ Increased skills in seeing and sensing needs for change
- ❖ Greater creativity in seeing solutions and finding pathways to finding solutions
- ❖ Improved clarity and congruency in presentation of proposals for change
- ❖ Enhanced understanding about how to cope with organizational barriers to effective leadership
- ❖ More confidence and risk taking to initiate follow-through
- ❖ Greater ability to help others reach consensus decisions and synergistic solutions



Program Description/Learning Model

Phase 1 - Personal Leadership Style: Concepts, Attitudes and Skills

Phase I includes 4 days off-site at a remote facility. In Phase I, you will be working on developing concepts of effective personal influence, increasing awareness of personal leadership styles and attitudes/behaviors which impact your ability to influence—positively or negatively and developing skills in interpersonal communication, feedback and risk taking.

Concepts Explored

- ❖ Leadership styles
- ❖ Power vs. sources of effective influence
- ❖ Establishing personal relationships: the foundation for effective influence
- ❖ Developing social risk-taking

Skills Reviewed

- ❖ Clear and congruent communication
- ❖ Listening, perception, and intention
- ❖ Interpersonal relationship building
- ❖ Developing self-awareness
- ❖ Giving and receiving feedback to improve performance
- ❖ Self-confidence & assertiveness

Phase II - In-Company Application: Organizational Leadership

Phase II provides you with an opportunity and a context to immediately apply what you have learned. Before leaving Phase I, you will design a back-on-the-job project with the goal of improving some aspect of the job and to test what you have learned about leadership. During the month between phases, you conduct your project and prepare to report results during Phase III.

Phase III - Positional Leadership: Refining Leadership Skills

Phase III includes another 4 days off-site at a remote facility. In Phase III, you will learn how to deal with the unique problems you face as "the leader" or "person in charge". You will review your in-house project with your group for input and insight. You will also expand your understanding of the leadership role in an organization, as well as develop skills in planning, decision-making, conflict resolution and leading a team.

Concepts Explored

- ❖ Understanding the new, transformational, role of leadership.
- ❖ Characteristics of successful transformational positional leaders.
- ❖ The effect of organizational structures on leadership effectiveness.
- ❖ The relationship between positional leadership and team member leadership.

Skills Reviewed

- ❖ Identifying and developing teams resources
- ❖ Strategy building & planning
- ❖ Consensus decision-making
- ❖ Creative conflict management
- ❖ Problem analysis & resolution
- ❖ Giving and receiving feedback to improve both team and individual performance



Columbia Leadership Institute 2012 Program Calendar

Program:	Location:	Dates: Phase I	Dates: Phase III
CLI#151	Five Pine Lodge Sisters, OR	April 10-13	May 8-11
CLI#152	Five Pine Lodge Sisters, OR	October 9-12	November 6-9

Questions? Please contact Kris Eklund, Business Manager at 503-246-4321 or email her at: kris@columbialeadershipinstitute.com. You may also log on to our website at www.columbialeadershipinstitute.com for additional information or apply online.

Payment Information and Cancellation Policy:

- ❖ The program fee of \$3550.00 includes tuition & workbook. Meals & lodging are paid for directly by the participant. Meals & lodging will cost approximately \$700 per session for a total of approximately \$1400 for the total program. CLI is a comprehensive program and participants are required to stay at the selected facility.
- ❖ Payment by check is due **no later than 30 days** before the start of the program. Participant placement will be considered reserved upon receipt of both the program application and the program payment.
- ❖ Cancellation within 3 weeks of the program will require forfeiture of 1/3 of the program fee (\$1183.00). Organizations may substitute a replacement attendee without penalty up to two weeks prior to the start of the program. Cancellation (without replacement with another attendee) inside of 2 weeks prior to the start of the program will require forfeiture of 100% of program fees.
- ❖ Participants who leave the program early (during the program) for any reason forfeit 100% of their fees but may attend a future program for the cost of room and board.
- ❖ Cancellation penalties are due to costs passed along to CLI for reservations made and materials ordered in advance of the program. To avoid these penalties it is **strongly recommended that your organization have a replacement attendee in mind** ahead of time, should a necessary late cancellation occur.



Effective Leaders Know How to Influence Change

By Institute Founder, H. Charles Pyron, PhD

Most people think of leadership as a “tool” that supervisors and managers use to get employees to be productive. Most still operate under the concept that their role is to “command and control.” Years of collective research indicates that the concept of “Transformational Leadership” is a more accurate and effective model. It proposes that the primary role of a leader lies in the development of people and processes. CLI is fully committed to helping participants understand how to apply this new concept of leadership.

Demonstrable Change

Because the role of leadership is to help others change (improve), the first step in achieving this objective is for the leader him/herself to demonstrate that he or she can change. Do you really believe that it is essential for you to be continually working on improving your knowledge and skills? If so, do you know how to change? The CLI program will help you to understand the answers to both of these questions. CLI distinguishes itself from other leadership programs because it guarantees that participants’ leadership behavior will change back on the job. CLI doesn’t just teach about leadership i.e. what leaders should do. Our program helps participants actually change and improve their leadership.

What is Leadership?

So, what is leadership? What do some leaders do that makes us want to follow them, and what do others do that make us want to resist them? Effective leadership happens when we are able to influence someone to change; and this change results in four essential elements:

- ❖ The leader accurately perceives a need for change
- ❖ The leader can visualize a way to solve that need, or see a pathway to finding a solution
- ❖ The leader can clearly and congruently verbalize a proposal
- ❖ The leader has the confidence to initiate a proposal and continue to advocate when the proposal is initially ignored or rejected

Therefore, since we know that all change begins with the perception of need, and that if a positional leader expects to be able to influence and facilitate change in others, he or she must be willing to model change in their own behavior. We must ask ourselves:

Question: How can a leader know what they need to change in their own behavior or how does a leader accurately perceive the changes he or she needs to make?

Answer: By continually asking for feedback.

But asking for, and listening to feedback is not easy for everyone. And, given our cultural history and expectations that a supervisor should always be right, always know what to do and always have the answer, it is therefore especially difficult for most people in positions of leadership to become comfortable asking their “subordinates” for feedback. In the CLI program, each participant learns the value in asking for and listening to feedback, and thus it becomes easier for them to seek feedback back on the job. This is the first and most essential step in learning how to change.



Three Learning Experiences

The CLI program involves three separate but coordinated learning experiences:

- ❖ **Phase I – Personal Leadership: Identify Your Style** Understanding your personal leadership style, and how to improve your ability to influence.
- ❖ **Phase II – In-Company Application: Apply What You Have Learned** Learning how to apply leadership back on the job—initiating and analyzing an organizational change/improvement project.
- ❖ **Phase III – Positional Leadership: Think Transformationally** Understanding the role of a transformational positional leader and how to develop shared leadership to achieve organizational change.

Unique Areas for Improvement

The three parts of the program are scheduled so that each participant learns and practices what they uniquely need to become a more influential initiator and facilitator of change/improvement.

- ❖ For some, this will involve becoming more aware of what they are doing that is causing people to resist their leadership.
- ❖ For others, it may involve discovering things they need to begin doing (or doing more of) to increase their ability to lead.
- ❖ For others, the program may simply offer the opportunity to practice and sharpen skills that are essential for effective leadership.
- ❖ For most, it is an opportunity to strengthen self-confidence or motivation and to establish a new focus for their role as a positive “change agent” in their organization.

Question: Does Leadership Improve Back on the Job?

Answer: Yes, it has been our experience over the last 30 years that CLI equips leaders to transform their work place.

The CLI learning experience translates into changed/improved leadership back on the job. Over the past 25 years we have sponsored and conducted numerous research studies in organizations that have sent participants to the CLI program. All of these studies clearly demonstrate that the program has a long term impact on improving on the job leadership.

Typically, 90% of the CLI participants report significant improvement in their overall leadership effectiveness as a supervisor or manager. 85% report an increase in influencing those who report to them, 90% report improvement in dealing with their peers and 87% report improvement in leadership of their team. Most importantly, we want to be sure that the participants, subordinates, peers and supervisors actually see these changes.



Columbia Leadership Institute Application

Program #: _____ Dates: Phase I _____ and Phase III _____
 Name: _____ Male Female

Company: _____ Title: _____
 Number of employees who report directly to you: _____
 Company Mailing Address: _____

City: _____ St: _____ Zip: _____
 Business
 Tel#: _____ Ext: _____ Fax#: _____ Cell#: _____

Email: _____ Your Supervisor's Name: _____
 Sup. Title: _____

Supervisor's Mailing Address (if different from above): _____

City: _____ St: _____ Zip: _____ Sup. Email : _____
 Sup. Ph: _____

Who referred you to this program?: _____
 Your Home Mailing Address: _____
 City: _____ St: _____ Zip: _____
 Home Tel: _____

Please describe your employment/technical background (e.g. production, sales, accounting, general business, engineering, government): _____

In the past five years, what management, communication or human relations type of courses have you taken?

Are you now or have you in the past year, participated in any personal counseling/therapy? Yes No
 Do you have any medical dietary restrictions?: _____

Payment: Check enclosed (Make checks payable to: Columbia Leadership Development) OR Please invoice: (list address dept/contact person etc. for invoicing) Send invoice to: _____
 Address: _____ City: _____
 St: _____ Zip: _____ Ph: _____ Email: _____

Note: Applications can be mailed or faxed. Applications received without payment will be processed but not guaranteed placement in the program until payment is received. Payment is due no later than 30 days prior to the start of the program. The program fee is \$3550.00 which includes tuition & workbook. Meals & lodging are paid for directly by the participant. Meals & lodging will cost approximately \$700 per session for a total of approximately \$1400 for the total program. CLI is a comprehensive program and participants are required to stay at the selected facility. Cancellation within 3 weeks of program will require a forfeiture of 1/3 of the program costs. Organizations may substitute a replacement attendee without penalty up to 2 weeks prior to the start of the program.



Columbia Leadership Goals Worksheet

The goals listed below will be shared with the staff so that they can tailor the program to help meet your learning objectives. Please meet with your partner/supervisor & jointly determine 3 to 5 areas where you feel your leadership can be strengthened.

Please fax a copy of your completed sheet to 503-892-3630 no later than 2 weeks prior to the start of the program. In addition, please bring your original copy with you to the program.

Your Name: _____

Program# _____

Key areas of leadership for improvement and enhancement:

1.

2.

3.

4.

5.



CLI Payment and Cancellation Policy

_ The program fee of \$3550.00 includes tuition & workbook for both sessions.

_ Meals and lodging are paid for separately directly to the facility selected for the program. Costs will be approximately \$700 per session for a total of approximately \$1400 for the total program. CLI is a comprehensive program and participants are required to stay at the selected facility.

_ Payment by check is due **no later than 30 days before** the start of the program. Earlier payment is strongly advised to ensure a spot in the program. Spots will be considered reserved upon receipt of both the program application and the program payment.

_ Cancellation within 3 weeks of the program will require forfeiture of 1/3 of the program costs (\$1183.00). Organizations may substitute a replacement attendee without penalty up to two weeks prior to the start of the program. Replacements inside of two weeks require an administrative fee of \$200.00. Cancellation (without replacement with another attendee) inside of 2 weeks prior to the start of the program will require forfeiture of 100% of program fees.

_ Participants who leave the program early (during the program) for any reason forfeit 100% of their fees but may attend a future program for the cost of room and board.

_ Participants who are unable to attend Phase III due to unforeseen circumstances or otherwise will be charged a \$250 rescheduling fee to cover administrative costs.

_ Cancellation penalties are due to costs passed along to CLI for reservations made and materials ordered in advance of the program. To avoid these penalties it is **strongly recommended that your organization have a replacement attendee in mind** ahead of time, should a necessary late cancellation occur.

Please confirm your registration and indicate your understanding and acceptance of the payment and cancellation policies by signing below. Please retain a copy of this document for your records. Return this form along with your program application.

Fax: 503.892.3630 or

Scan and email to: kris@columbialeadershipinstitute.com

Or mail to:

Columbia Leadership Institute
 Attn: Kris Eklund
 7410 SW Oleson Rd PMB 243
 Portland, Oregon 97223

Thank you!

Name: _____ Date: _____

Signature: _____