

Anne Merkel, Ph.D.
of
The Ariela Group

A thick, horizontal yellow brushstroke underline that spans the width of the text above it, with a slightly textured, hand-painted appearance.

PRESENTS

Leadership Development
Sample Program
2005

Facilitator Introduction: **Anne Merkel, Ph.D.**



In the years that I have been facilitating leadership development I've contracted with clients from over seventy-five countries and twenty-five states, offering executive coaching, strategic consulting, organizational development, specialized meeting facilitation & training services, and keynote presentations.

I have served as Director of Training and Development for service providers and manufacturers, and have served others on a per project basis. I enjoy supporting leaders and their organizational cultures, and I feel passionate about the services I offer.

Company Introduction: **The Ariela Group**

- ⌘ **The Ariela Group, has evolved from a traditional management consulting and corporate training firm established in 1985, to utilizing wholistic processes and facilitation techniques which inspire consciousness in individuals and organizations. We go deeper now.**
- ⌘ **A primary focus of our “work” is in helping individuals and organizations to determine what they REALLY NEED, and how to best serve that need. We also guide the development of programs so that the targeted audience knows the value and feels compelled to participate actively.**
- ⌘ **We do not believe in creating “new flavors” of the same old programs. Our approaches support renewed passion and creativity in individuals, which translates to higher productivity and profit in organizations. We want to practically utilize time, energy, money, human resources or we won’t “play”.**


Program Summary:



In several employee retention surveys I have implemented, employees emphasize leadership qualities that they respect and would like to see modeled by their leaders. The following slides share some of the data that pertains to employee desires and expectations of Leaders.


With this data as a foundation and also a tool to share, I enjoy guiding leaders to creatively determine their own leadership styles and solutions that will enhance and support the evolution of their organization's culture.

What Employees WANT from Their Leaders:



- Leadership involvement with employees to solve problems by identifying root causes and providing permanent fixes**
- Excellent multi-directional communication – especially concerning change**
- Interest in operator feedback with follow-up on their suggestions**
- Opportunities for promotion within the organization**
- Encouragement and financial support for employee education and training opportunities in any chosen area**
- Unbiased treatment by leaders without favoritism**
- A greater feeling of leader-supported TEAM within the culture**
- Friendly individual recognition and respect from leaders**
- Trustworthy leaders who “walk their talk” and are accessible to all**

What Employees EXPECT from their Leaders:



- Show willingness to embrace change and resist “old paradigm” practices – to nurture the culture and its members to grow.**
- Communicate their individual and organizational VISIONs and provide “a guiding light” reflecting that to employees.**
- Have clear values that they communicate and model every day.**
- Be open and listen to the ideas and concerns of others at all levels.**
- Serve those they lead in order to allow them to grow to their full potential... lead and get out of the way.**
- Be trustworthy and openly demonstrate their personal and professional integrity.**
- Create a sense of community and cooperation within the organizational culture... rather than competition.**

What Employees Expect from their Leaders: (cont.)



- Support learning at all levels, and reward those who make the effort to move forward.**
- Create a greater sense of purpose for the organization, and share this with all employees.**
- Support energy and spirit in their employees – promoting passion and creativity.**
- Create an environment where employees not only feel like they are accomplishing the business goals but also are accomplishing their own personal goals.**
- Create an environment where employees are internally driven and can creatively pursue the company goals in their own ways – with passion.**

Leadership Development Program:

I propose that Leadership Development should begin and end with the leadership team connecting around cultural issues as a group. Meeting themes will be determined by REAL business issues and cultural needs that will be identified and built into the program.

In between the group sessions there will be a series of one-on-one coaching sessions to support personal leadership growth in each individual. This will impact the leadership team and culture as a whole.

My leadership development programs are “organic” and speak to the changing needs of each participant and the full culture in a WHOLE or wholistic way.

Suggested Sample Segment Themes: **Leadership Development**



- 1- Developing into a Leader:** Balancing Personal Values & Vision with Organizational Roles
- 2- Aligning Task Focus with People Skills**
- 3- Organizational Behavior:** Understanding & Managing People Dynamics within the System
- 4- Situational Leadership for Today:** Modeling, Facilitating, Leading
- 5- Focus on an Issue TODAY:** Open Space Focus on Issue with Leadership Creativity

Sample Segment Topics:

1- Developing into a Leader:

- Identifying personal Values
- Integrating Values with the culture
- Role Expectations as a leader
- Intro to “New Paradigm Leadership”
- Personal Vision, Goals, Action Steps
- SWOT Analysis: What do I need?
- Understanding Health and Balance for
Myself and for the Culture

Sample Segment Topics: **2- Aligning Task Focus with People Skills**

- Concept of Balance and being WHOLE
- Efficiency & People Skills: Task + Human
- Information Sharing: Why? How?
 - Techniques & Reasons for Sharing Info
 - Personality Profiles and Communication
 - Listening Effectively and Actively
 - Enhancing Communication Skills
 - Conflict Avoidance & Resolution Techniques

Sample Segment Topics:

3- Organizational Behavior:



- Health and Balance in Human Behavior and Modern Organizations
- Becoming a “Conscious Organization”
- Situational Leadership: Efficient and Natural Systems that Nurture Individuals
- Resonance vs. Dissonance
- Groups vs. TEAMS
- How to best influence and be influenced

Sample Segment Topics: **4- Situational Leadership for Today:**



- Modeling vs. Motivating
- Personal Power and Leadership
- Efficient and Supportive use of Employee time, skills, energy
- Building, Supporting High Performance Teams
- Action planning for Successful Leadership with Results

Sample Segment Topics:

5- Focus on an Issue Today:

⌘ Open Space Focus on the Issue

- Concurrent Sessions
- Following individual interests and passion

⌘ Utilizing Leadership Creativity

- Supporting individual styles and creativity to solve problems and identify action steps
- Identifying individual, team, and cultural characteristics that work best together

Opening Sessions: **Facilitating Leader Success:**

The leadership team sessions focus on issues that support leadership development, and the meetings are facilitated utilizing Open Space Technology (OST) and other Whole Person processes.

These sessions are integral “kick-off” sessions where all of the leaders are invited to attend the meeting(s) together and where the focus is on REAL issues and how they can be best served by an evolved Leadership team.

Personal and Team Coaching Sessions: **Personalizing Success:**



In many leadership circles today coaches play an integral part in guiding individual leaders to stay on task, highlight their strengths, release blockages to success, strengthen weaker skill areas, and deal with interpersonal relationships.

My leadership programs include a series of one-on-one coaching sessions, to be done by telephone in either 30 or 60 minute segments.

Suggested Action-planning Sessions: **Taking it to the Next Level**

Following the coaching series the full leadership will meet for group planning and strategizing for the future of the leadership team and culture.

This session is an integral planning/strategizing session where all leaders are invited to attend together, and where the focus is on action planning to implement what has been discussed, reviewed, learned in the Leadership Development program to this point. This meeting also serves to help determine the next step of Leadership Development for an organization and its culture.

Facilitation and Coaching

Sample Approaches:



- Short introductions to concepts
- Hands-on exercises
- Discussion with peers
- REAL Case Studies
- Peer Mentoring
- Team Benchmarking
- Team Coaching
- Break-out Sessions
- Whole Person Processes
- Open Space Technology Sessions
- Resonating Core Concept Principles
- One-on-one Coaching

Information Links: **For More Details about...**



- ⌘ Information about The Ariela Group, including services, benefits, past clients, articles, reports, e-books, CD kits, go to:
[http://www.arielagroup.com.](http://www.arielagroup.com)
- ⌘ Client industries with testimonials can be found at:
<http://www.arielagroup.com/pages/group/clients.html>
- ⌘ How to sign up for The Ariela Group free e-zine, *Conscious Living*, please go to:
[http://www.arielagroup.com/pages/resources/clsignup.php.](http://www.arielagroup.com/pages/resources/clsignup.php)

Additional Leadership Support Options: **Services Offered:**



The Ariela Group Offers the following:

**Coaching focused on enhanced productivity,
individual passion & creativity, organizational
wellness & balance**

**Keynote presentations, organizational consulting,
leadership mentoring**

**Leadership development and support consulting,
coaching, and training for individuals and teams**

**Facilitation of Annual Meetings, Retreats, Conferences,
Issue-focused & Planning Meetings**

Seminars, Workshops, Playshops