

The Commonwealth Practice, Ltd.

has as its primary goal fostering the development of high quality leaders. If your organization has the desire to develop leaders well-equipped to deal effectively with these dynamically changing times, we have high confidence that our leaning experience can help. We have proven its effectiveness in business and educational environments. We call it ***Discovering Leadership*** because in our view leadership development involves a personal journey that must meet each individual at the right place and at the right time. Thus our learning experience extends over a *three month period* with approximately *fifty hours of interactive time* in blocks of *at least four hours*. For those clients who prefer a more limited, targeted intervention, we offer fragments of ***Discovering Leadership*** in smaller packages.

Presentation: 45 to 90 minutes

An introduction to key ideas or concepts. We will offer references to other resources for further exploration when such resources exist.

Training Session: half-day (3 to 4 hours)

Begins with the presentation and additionally offers tools chosen for applicability to the topic at hand. We include the opportunity to use the tools in smaller example situations.

Workshop: 1 to 3 days

Begins with training using the examples to gain comfort with the concepts and tools. We will also provide challenging work on a larger or more complex situations typically brought to the workshop by the participants.

Consulting: Dependent on need

Begins with a conversation to familiarize us and the client with the situation and the nature of the issues. After that, we will collaboratively identify the outcome that the client seeks to create and establish expectations for the consulting project. Those expectations might include: elapsed time / hard delivery date, measurable results, monetary constraints, etc.

Service Offering Topic	Presentation Available?	Training Session?	Workshop Available?	Ongoing Consulting Available?
<p><i>Beliefs and Values</i> We include values and beliefs together because they intertwine so confusingly. Do my values determine what I believe, or do my beliefs determine what I value? These serve as the cornerstone of any effective leader and any effective organization.</p>	Yes	Yes	No	No
<p><i>Building a Culture of Integrity</i> The culture he or she creates serves as the leader's legacy, the most enduring remnant of a leader's work. The culture holds the organization's deep, hard-to-discover, and even harder-to-change beliefs.</p>	Yes	Yes	No	Yes
<p><i>Chaos / Uncertainty</i> In a world changing as rapidly as ours, certain about anything becomes problematic. Nonetheless a leader must embrace the uncertainties of this dynamic environment. These learning experiences explore challenging questions such as: Where does 'uncertainty' come from? Is it the same thing as 'chaos'? What can I do about it?</p>	Yes	Yes	No	No
<p><i>Core Communications</i> Among the best communication tools available today you will find the Core Communications™ materials from Miller and Miller. They address Speaking Styles, and framing whole conversations dealing with tough issues through the Awareness Wheel and Listening Cycle. An effective leader's toolbox must these essential communication tools.</p>	Yes	Yes	No	No

<p><i>Dialogue in the Workplace</i> Work environments today may not feature dialogue as a common practice, yet you will find it in highly successful organizations. It's not easy create and requires considerable discipline. When real dialogue occurs, however, real change can happen.</p>	Yes	Yes	No	No
<p><i>Followership</i> In a world that seems so enthralled with leadership, leadership, leadership, it might seem strange to suggest that we spend most of our time really following. Everyone answers to someone. How do you choose to follow?</p>	Yes	Yes	No	No
<p><i>Operating Styles</i> Understanding your own operating style (your natural way of behaving) and the styles of others can greatly enhance the communication within an organization. Operating Styles differ from preferences (for example, Myers-Briggs). Operating Styles concentrate on the observable behaviors of an individual. The most effective leaders recognize and honor other people's styles.</p>	No	Yes	No	No
<p><i>Organizational Alignment</i> Alignment focuses on getting all the members of the organization onto the same page, pointing in the same direction, serving with the same sense priorities. Misalignment can lead to a tremendous loss of productivity. The positional leader shoulders the responsibility to ensure the organization attains effective alignment.</p>	Yes	Yes	Yes	Yes
<p><i>Performer Support</i> Do you really know which people have the greatest importance to your career? Success requires support on multiple dimensions. We all have coaches, mentors, supervisors, etc. The Performer Support Model helps identify the roles of these people and the critical part they play in your success.</p>	Yes	No	No	No

<p><i>Power and Influence</i> Getting things done in organizations depends on the ability to influence other people. At the same time, different people have difference kinds of power. Effective leadership requires an ability to create and manage a variety of partnerships.</p>	Yes	Yes	No	No
<p><i>Scenario Planning</i> Anticipating and preparing for future realities poses a significant challenge for all leaders. All too often this preparation rests on a mere guess or hunch. Scenario Planning provides a process for learning about and preparing for plausible futures. <i>Future-prepared</i> leaders must have a solid base in this skill.</p>	Yes	Yes	No	Yes
<p><i>Systems Thinking</i> If you encounter chronic, complex, and critical problems in striving to ensure the success of your organization, you will find it difficult to solve them in traditional ways. Viewing them from a systemic perspective offers a much richer understanding. The discipline of Systems Thinking allows such a view. Understanding how ‘the system’ works has become an essential leadership skill.</p>	Yes	Yes	Yes	Yes
<p><i>Transition and Governance</i> Governance refers to the way a leader orchestrates the work and the workers. Does the leader promote and environment of openness and contribution or one in which the control over all activity comes down from the hierarchy? No particular form of governance fits every situation. Leaders need to focus on the appropriateness of the current mode of governance.</p>	Yes	Yes	No	Yes
<p><i>Workforce Management</i> Workforce management includes several critical activities which successful organizations attend to consciously. These cover the span from recruitment and selection, through development planning, all the way to issues of retention.</p>	Yes	Yes	No	Yes