**WABA Executive Leadership Academy Detailed Agenda**

February 18, 19 & 20

Madison Area Technical College (Madison, WI)

*February 18*

**8:00 – 8:15 Welcome**

**8:15 – 10:15 Strategic Leadership (Presence, Influence, Ethics & Integrity)**

Being a leader means being on-stage all the time. A leaders actions and behaviors are closely watched and always under scrutiny. How does a leader’s actions and behaviors align with and support the organizations vision, mission, and values? Organizations take on the characteristics and behaviors of their leaders. Ethics entails the “standardized” rules and guidelines that an individual follows in conducting ones’ self in a morally appropriate manner, and most often is associated with “doing the right thing.” Integrity complements ethics with individuals seen as being an individual of their word, carrying-out their commitments as promised, and being a trusted partner who avoids conflict of interest and presents themselves as a professional role model for what is correct and truthful. Also what does the organizational culture say in relation to accepted ethics, integrity, and values. In leadership, influence is a strength that promotes motivation, teamwork and the attainment of a particular outcome. Leaders are constantly under the microscope and need to be aware at all times the signals they are sending, intentionally and unintentionally.

Key Learnings:

* The impact a leader’s actions and non-actions can have on the organization
* The impact a leader’s actions and non-actions can have on themselves and people around them
* Assess the signals that you are giving-off intentionally and unintentionally
* Ways to give-off proper signals to improve influence, motivation, and support company values
* Define what the “rules” are at the company and what “doing the right thing” means
* Expected and accepted behaviors and actions
* How are integrity & ethics modeled and reinforced
* Impact cultural and generational differences have

**Break**

**10:30 – 12:15 Strategic Thinking**

Leaders will learn what strategic thinking is and how they can apply in their daily work and how they can use to help shape the overall environment and direction of the organization. Participants will engage in activities that will help them identify changes they can make that will encourage more strategic thinking.

Key Learnings:

I) What is Strategic Thinking?

* Definitions
* The difference between tactical/operational thinking and strategic thinking?
* The link between strategic thinking, strategic planning, change management, and operational planning, budgets, resource allocations, and actual initiatives?

II) Strategic Thinking Skills

* Strategic thinking skills and characteristics?
* Differences between strategic thinkers and conventional thinkers?
* Habits strategic thinkers typically demonstrate?

III) How can managers apply strategic thinking skills?

* Applying strategic thinking skills in daily work
* Applying in developing the future of the organization

**12:15 – 1:00 Lunch**

**1:00 – 3:00 Strategic Planning**

Leaders will learn how to integrate and move from Strategic thinking to strategic planning to provide the overall environment and direction of the organization. Participants will engage in activities that will help identify potential future organizational initiatives, goals, and changes they can make to address both short-term and long-term needs.

Key Learnings:

* Role and purpose of strategic planning
* Developing mission & vision statements
* Road map to developing organizational plans, objectives & goals (SWOT & other tools and techniques)
* Development of strategic plans

**Break**

**3:15 – 4:30 Strategic Communications**

Communication is the backbone of business. Leaders must effectively communicate their strategic initiatives, vision, values, beliefs, and key measures to drive results. Keys to success. Developing a clear and concise message, involving the entire leadership team and utilizing all means of communications to deliver the right message through the right channel at the right frequency to the various audiences. Executives will develop their own strategic communication plan for their business and evaluate its effectiveness.

Key Learnings:

* Evaluate your organization’s communications effectiveness
* Examine the nine principles of strategic communications.
* Understand and apply the vital elements of a communication plan.
* Develop a framework for proactively managing a business crisis.

**4:30 – 5:00 Thoughts on the Day**

**Dinner – On own**

*February 19*

**8:00 – 10:00 Organization Culture, Structure & Processes**

What role does culture play in the overall performance and longevity of an organization? How do you create a culture of innovation, trust, teamwork, enterprise, customer focused, and employee centered? What support mechanisms are needed? What communications are needed? What measures are needed? How is the tone, direction, and pace set for an organization? What role does culture, communications & support structures play in the success/failure of an organization?

Key Learnings:

* Leadership’s role in defining and role modeling culture, setting the Tone, Direction & Pace
* creating a culture of trust, innovation, flexibility, service, speed, teamwork, enterprising, customer focused and employee centered
* How is talent developed and nurtured within the organization
* How are new ideas, current issues, and risks communicated and handled
* Determine what support and measurement mechanisms are needed
* Examine current organizational culture

**Break**

**10:15 – 11:45 Business Planning & Resource Allocation**

Often times organizations spend a great deal of time and energy developing key goals and strategic plans, only to find the plans shelved and never adopted or worked upon. This session focuses on how to take broad goals and strategies and develop them into operational plans. Through business planning, a formal statement about how an organization will go about reaching specific goals is developed, providing detailed analysis on the internal and external factors that must be addressed and/or undertaken. Definition on the goal/problem/milestone to be reached/solved, financial and market data relevant to the cause, and the key

players and their accountabilities are outlined and shared with the appropriate business units that acutely impact the end result. Participants learn tools to help them develop and prioritize as well as allocate key resources.

Key Learnings:

* Taking the strategic plans and developing operational plans and goals
* Examining organizational systems & structures and aligning those with key strategic and operational goals and objectives
* Analyzing how and where key resources are being used and aligning with key strategic and operational plans and opportunities
* Setting key milestones and developing key metrics
* Support and communication mechanisms

**11:45 – 12:30 Lunch**

**12:30 – 2:00 Implementing Strategic Initiatives**

At the core of an organization’s ability to succeed is the organization’s ability to successfully identify and implement change initiatives. What is leadership’s role in the change process? How can leaders drive change and foster open, collaborative environments that are able to function with disruption and are flexible, yet focused. Many organizations have great ideas and intentions, but many fail due to a lack of understanding, communicating, planning, and implementing change initiatives.

Key Learnings:

* Leaderships role in the change process
* Link between culture, systems, structures and change initiatives
* Elements of successful change initiatives
* Determining the scope and desired result of the change initiative
* Identifying key stakeholders, internal & external, and change agents
* Developing the transition plan, introduce a template

**Break**

**2:15 – 4:00 Capstone**

In teams, participants work on a project/case study encapsulating thoughts and skills from the sessions

**4:00 – 4:30 Final thoughts & Graduation**