

WeLead

STEP 2 of your Culture Change Effort

In order for an organization to step up to an aggressive set of goals, reinvent itself, or simply renew its focus on core principles, its people and culture must evolve to rise to the challenge.

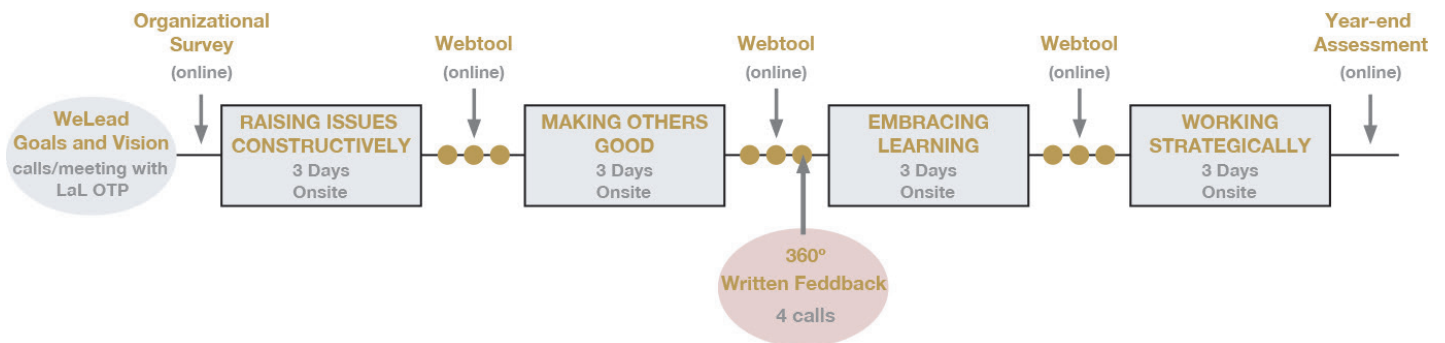
Creating step-function evolution in an organization requires more than a structural reorganization or a re-articulation of company values and goals.

LaL has drawn on its extensive and renowned executive development methodology to forge We-Lead.

This program is appropriate for all levels of management and staff. It is particularly effective to mix groups from different areas of an organization.

WeLead was successfully delivered at:

- Shell
- NASA
- NAVAIR
- Encore Capital
- Burroughs & Chapin
- Sandia National Lab



WeLead Participants' experience:

“ I’ve been through other leadership training and this is by far the most comprehensive, to the point, and impactful ever experienced. Great to see it’s becoming more and more a part of our culture every day. ”

“ The tools and knowledge that I took away will be useful in guiding me through the remaining of my career. ”

“ Not traditional – but I guarantee that I will remember the course. ”



“ We Lead has given us a new framework and a new set of tools to work differently together. We no longer focus on being right, but on getting to the right answer, regardless of whose idea it was. We no longer avoid conflict, but have learned a new way to talk to each other about difficult issues. We’ve learned about how receiving feedback can shift from something that is dreaded and feared, to a positive, learning opportunity. Throughout the organization, we are much more aligned than we ever have been. I would highly recommend We Lead for any organization. ”

Paul Grinberg
Executive VP & CFO
Encore Capital Group

Four On-site Sessions

*The sessions are a combination of conceptual frameworks, experiential exercises and first-hand examination of real situations that help participants uncover their **personal barriers** to effective leadership and collaboration.*

Session 1

Raising Issues Constructively

There is a drought of direct and constructive dialogues in today's organizations. It is not a skill we are taught, so issues, misunderstandings and personality clashes typically go unaddressed and become disproportionately destructive. This fuels worklife stress and undermines performance.

Participants will learn to resolve conflicts and address tension-filled topics in a healthy and effective fashion.

The course further teaches that it is insufficient to simply raise issues, but that it is crucial to do so constructively, with a goal of learning and dialogue, in order to nurture an environment conducive for others to have open and honest communication.

Session 2

Making Others Good

One of the most significant impediments to productive collaboration in organizations whether between individuals, small work teams, or large divisions is that of "Us vs. Them" dynamics. Blame, scapegoating and resentment reinforce silos as communication and cooperation diminish and human potential is vastly sub-optimized.

Participants will discover how this common mechanism works and examine how these tensions are actually opportunities for personal growth and improved communication and collaboration. A practical process for shifting tense relationships further provides the foundation for enabling participants to create this change. They learn instead how to Make Others Good a powerful leadership concept and practice for breaking new ground in their organization.

Session 3

Embracing Learning

Being in a learning mode remains one of the most essential yet challenging skills to acquire and practice. Too often, we miss the genuine learning from our mistakes and failures and therefore risk repeating them at an individual and organizational level.

Participants will discover their personal barriers to proactively seeking growth in these areas, enhancing organizational and individual performance.

Coupled with LaL's 360° Written Feedback Assessment (*see description*), this class leads participants through an analysis of their feedback and draws on LaL's unique root cause analysis framework to understand more deeply why they behave as they do. - and consequently build a customized developmental plan they both own and have tools to reach.

Session 4

Working Strategically

This course is designed to give leaders and managers crucial organizational skills for their work and time management. Much of the fire-fighting and overly tactical thinking in organizations today is due to managers reacting to the day's events vs. anticipating the upcoming priorities.

Participants learn both a conceptual framework for organizing their work, and apply it real time to their current life challenges. Drawing on key lessons from LaL's Time & Mastery seminar (part of 4-Mastery), this class also teaches strategic time management tools for long-term planning, balancing projects and functional/administrative responsibilities with family and personal demands.

*Two LaL-trained facilitators conduct the sessions for groups of 30-70 people.
The sessions are generally 3 months apart.*

Tailored Culture Change Support

Throughout the Program Organizational Transformation Partner (OTP)

Mapping large-scale change is a complex and iterative process. As the different layers of an organization acquire a common set of tools and vocabulary, and begin to enhance their work and communication habits, LaL's Organizational Transformation Partner (OTP) oversees and guides this change through setbacks and successes. Ultimately accountable on LaL's behalf for guiding leadership to achieve its desired results, the OTP works with leaders to maintain a global view of the change process, address organizational resistance, anticipate special needs, and institutionalize the appropriate leadership skills into the fabric of how the organization operates. The OTP also draws on LaL's cadre of operational and academic resources to objectively analyze your operational SWOT's and measure your hard and soft progress.

Initially WeLead Goals and Vision

With the help of the Organizational Transformation Partner (OTP), a very clear set of goals is defined for WeLead looking at why are we doing this program? What do we hope to accomplish? Where must we be as a team and an organization one year from now? Through a thorough process of question & answer over many telecons, LaL and the client define a very clear business case for the program.

Initially and at the End «Organizational Survey» and «Year-End Assessment»

To begin the yearlong program, LaL provides an Organizational Survey using LaL's in-house webtool software. The goal of this initial survey is to take stock of the current organizational challenges from the eyes of the participants as well as their individual part in the current culture.

The Year-End Assessment rounds out the year program by assessing the progress that has unfolded. The survey asks participants to rate the progress made towards the initial vision and organizational goals that were set at the beginning of the year.

By comparing the data gathered from the Organizational Survey at the beginning of the year and the Year-End Assessment at the end, LaL and the client are truly able to assess the ROI using both hard data and testimonials from the participants.

In-between Sessions Webtool

In conjunction with the sessions on Organizational Transformation, WeLead also includes intricate software that allows every participant, whether 10 or 1000, to access information regarding every aspect of the WeLead process. This software is customizable in various ways to best serve the organization during their WeLead experience. Each participant has a personalized homepage in which they have access to the dates for their sessions and all of their tasks and homework assignments for the duration of the process. Every step is automated so each participant is notified via email when there is a task to complete.

Before Embracing Learning 360° Written Feedback

In preparation for the "Embracing Learning" session (Session 3), LaL provides a 360-feedback process to gather additional data. This comprehensive survey is given to 7-10 feedback partners from the participants' immediate environment - both personal and professional. The assessment covers strengths, areas for improvement, business challenges, human and relational dynamics, as well as defining a next level for each person. Similar to the quizzes, the feedback assessment includes a feature that allows each person to customize questions for their own feedback process.