



Transformational Leadership in a Crisis

TLC Program Agenda

Day 1 (Module #1)

8:00	8:30	Welcome, Introductions, & Pre Test
8:30	10:00	Hollow Square Experiential Learning Exercise
10:00	10:15	Break
10:15	11:30	Fundamentals of Transformational Leadership
11:30	12:15	Lunch (Police/Fire Video Case Study)
12:15	2:00	Vision, Values, & Strategy
2:00	2:15	Break
2:15	4:30	Innovation, Creativity, & Judgment

Day 2 (Module #1 con't)

8:00	8:30	Review Yesterday & Admin
8:30	10:00	Headbands & JoHari Window
10:00	10:15	Break
10:15	11:30	Listening, Communicating, & Connecting
11:30	12:15	Lunch
12:15	2:00	Bridge Building Team Building Exercise
2:00	2:15	Break
2:15	4:30	Team Engagement

Day 3 (Module #2)

8:00	8:30	Review Yesterday & Admin
8:30	10:00	Courageous Leadership
10:00	10:15	Break
10:15	11:30	Leading for Impact
11:30	12:15	Lunch
12:15	2:00	Fire at Mann Gulch Case Study
2:00	2:15	Break
2:15	4:30	Followership in Crisis Case Studies

Day 4 (Module #3)

8:00	8:30	Review Yesterday & Admin
8:30	10:00	Ten Biggest Mistakes Leaders Make
10:00	10:15	Break
10:15	11:30	Avoiding Leadership Power Abuses
11:30	12:15	Lunch (Video Case Study-Repeat)
12:15	1:00	Video Case Study Action Plan
1:00	2:00	Leadership in a Vacuum
2:00	2:15	Break
2:15	4:15	Personal Leadership Action Plan
4:15	4:30	Wrap up, Evaluation, & Post Test





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Course Scope Statements

Module #1 Leadership Qualities

In this module, participants will recognize and integrate the fundamental qualities of a successful transformational leader. After reviewing the classical traits of a leader, participants will learn how transformational leaders integrate visioning, innovation, creativity, and good judgment into their daily leadership routines. Yet simply possessing a powerful vision and strategy are not enough to be a successful leader. Therefore, the participants will additionally learn how to effectively communicate, connect with, and engage their teams towards the successful completion of their vision and strategy. Only through a powerful alignment of vision and team engagement can any leader succeed.

Day #1

Lesson #1 Hollow Square Experiential Learning Exercise

To dynamically illustrate, through the use of an experiential learning event the pitfalls of improper Leadership resulting in Dysfunctional Planning, SILO Mismanagement, Poor Execution, and Communications Breakdown, while trying to execute a cross-functional, time-sensitive plan.

Lesson #2 Fundamentals of Transformational Leadership

To discuss and illustrate, through attendee participation and involvement, the eight classical essential traits of an effective leader, and the six additional modern traits of a progressive leader, necessary for successfully leadership in any crisis situation.

Lesson #3 Police/Fire Video Case Study & Lunch

While the participants are eating lunch we will show a short video demonstrating fire fighters/police officers in a crisis situation. We will solicit responses from the participants as to how successful the actors are demonstrating leadership.

Lesson #4 Vision, Values, & Strategy

To present and discuss the Visioning process and requisite skills necessary for strategic Thinking in a crisis situation. By crystallizing a compelling Vision of the future, participants will be better able to envision the organization's future, clarify the core values and behaviors, and share the vision with others to achieve great results. By demonstrating strong intellectual Thinking skills, participants will identify key factors for success, learn to balance the needs of all stakeholders, and understand trends and future opportunities.

Lesson #5 Innovation, Creativity, & Judgment

To embrace Innovative and Creative ideas as process improvements while using better Judgment to make appropriate Decisions in an emergency. Participants will be able to identify ways to improve current processes (Innovation), generate new and creative ideas (Creativity), openly solicit diverse viewpoints and perspectives (Diversity), display good Judgment, while making tough decisions with limited information in any disaster.

Assignment JoHari Window Assignment

This assignment will increase self-awareness by encouraging sharing, self-disclosure, and feedback. As we join together to build collective leadership for our community, we need to develop deeper relationships to support working together in new and innovative ways. The first step in this journey is to have a better understanding of ourselves and appreciate how others see us.





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DAY #2

Lesson #6 Headbands Experiential Learning

An interactive Communications activity designed to illustrate and experience the dynamic impact of positive and negative labeling on professional relations, team building, and engagement.

Lesson #7 JoHari Window Results

The JoHari Window model is a simple and useful tool for illustrating and improving self-awareness, and mutual understanding between individuals within a group. When you let someone open this “window” on you, you will create trust between yourself and that person. You decide when, where, how, and how often you want to receive this feedback. Opening this window requires compassion and kindness from all participants. The JoHari Window concept is particularly helpful in understanding leader/follower or employee/employer relationships.

Lesson #8 Listening, Communicating, & Connecting

In this block, participants will be presented with several real-world examples and some techniques in how to deal with these events during times of crisis. Some of the skills will include: being responsive to the needs of others, clearly articulating ideas and instructions, establishing supportive internal networks, breaking down silos and barriers, influencing information sharing across the organization, personally mentoring and training employees, and investing time and money to develop all levels of employees. The ultimate goal is to have participants seek balance in speaking, listening, and feedback.

Lesson #9 Bridge Building Team Building Exercise

Team building activities are stimulating problem-solving tasks designed to help participants develop their capacity to work effectively together. An important part of team building exercises is participants' reflection and discussion about the activity, how they approached the situation, and possible points of learning.

Lesson #10 Team Engagement

Real life examples with easy to implement lessons learned on how effective leaders in different organizations can drive and engage team/squad motivation and commitment to the organization and its mission.

DAY #3

Module #2 Leadership in a Crisis

Every leader will face a crisis. How a leader responds within that crisis determines both their overall effectiveness and their leadership legacy. In this module, participants will identify the qualities necessary to effectively and successfully lead and execute a plan during a crisis. Through role plays, concentrated study, and live real-world simulations, participants will experience the realities of a crisis, their natural response to it, and how to better lead their teams during a future crisis.

Lesson #1 Courageous Leadership

Leaders who build confidence and reduce fears make a more positive and long-lasting impact on their organizations than do bullies. And employees want and deserve leaders who are good role models of the organization's values.





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Lesson #2 Leading for Impact

Actions speak louder than words. It's a simple statement that gets right to the core of this leadership trait: leading by example. Employees take their lead naturally from what their leaders are doing. Actions often outweigh the words communicated particularly when they are incongruous. Participants will learn the difference between assertive and aggressive in leadership styles and the impact of both on their team's performance, and how to lead others to follow through on difficult assignments.

Lesson #3 Lunch Video

While the participants are eating lunch we will show a short video demonstrating fire fighters/police officers in a crisis situation. We will solicit responses from the participants as to how successful the actors are demonstrating leadership.

Lesson #4 Fire at Mann Gulch Case Study

As a crisis increases in complexity and scope, the need for effective leadership becomes more apparent. Participants will be broken down into groups of 5 to 6 and presented with a case study for them to examine the dynamics of crisis leadership and decision making in an ever changing environment. We will reconvene and solicit responses on the case study from the various groups for additional discussion.

Lesson #5 Followership in Crisis Case Studies

The evolution of crisis leadership continues as the event grows and unfolds which often creates more tasks and requires a greater variety of leadership capabilities. Participants will be broken down into groups of 5 to 6 and presented with 3-5 short case studies for them to examine the dynamics of crisis leadership and decision making in a vibrant situation. We will reconvene and solicit responses on the case studies from the various groups for additional discussion.

DAY #4

Module #3 Leadership in a Vacuum

In the real world, tragedy strikes down leaders and leadership teams as well as front-line first responders. In this module, participants will learn how to successfully step-up and lead when their leadership hierarchy is gone, missing, or unavailable. Participants will learn how to avoid the ten biggest mistakes leaders make in a crisis, the ten essential transformational actions they must take within a leadership vacuum, and how to avoid the potential power abuses that will occur within a leadership vacuum. The learning is reinforced through self-assessment and a video case study. The participants will then develop their own personal leadership action plan toward becoming an effective transformational leader in both daily life and during a crisis.

Lesson #1 Ten Biggest Mistakes Leaders Make

Participants will be presented with several types and examples of mistakes leaders can make, and they will be deciding on the severity and possible procedures to overcome them. For example: Power Trips, Under or Miscommunications, Lack of Proper Instructions, Indecisiveness, Second Guessing, Over Control, Under Control, Micromanagement, Disempowering, Conflict Resolution, and others.





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Lesson #2 Avoiding Leadership Power Abuses

Ever come across a leader who is totally self-absorbed? Someone who abuses the power given to them? Abuse of authority is the unfair use of one's power to interfere with an employee's work and performance in the form of humiliation, intimidation, or threat. At the core of extreme behavior is egotistical preoccupation with self, personal preferences, aspirations, needs, success, and how he/she is perceived by others. While some of these are good for a leader, if carried to extreme, this type of leader is going to get in trouble and have disastrous effects on everyone around them.

Lesson #3 Lunch Video

While the participants are eating lunch we will show the same short video demonstrating fire fighters/police officers in a crisis situation. Our goal is to see if after 3 days of this course are the responses from the participants different as to how successful the actors are demonstrating leadership.

Lesson #4 Video Case Study Action Plan

As a group we will discuss the steps that must be taken, or activities that must be performed well, for an action plan to succeed. An action plan has three major elements (1) Specific tasks: what will be done and by whom? (2) Time horizon: when will it be done? (3) Resource allocation: what specific funds are available for specific activities? Participants will be presented with a template action plan, broken into small groups, and tasked to prepare an action plan for this case study.

Lesson #5 Leadership in a Vacuum

Participants will face the issues surrounding leadership in a crisis. When a tragedy strikes who are the emerging leaders and how do we prepare them? We will discuss the four traits of emergent leaders and how to prepare your team members to become emergent leaders in times of need.

Lesson #6 Personal Leadership Action Plan

From the lessons learned during the course presentations, activities, discussions, and case studies, each participant will complete a personal action plan to further guide their attainment of Transformational Leadership skills and competencies.

