



Authentic Leadership Training

An Experiential Program for Growing Managers and Leaders

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Introduction

Authentic Leadership Training (ALT) from OnCourse International, LLC, is a customized program designed to accelerate and sustain career development and enterprise growth.

Committed leaders understand the critical importance of selecting and growing their human capital. ALT offers immediately usable tools and an experiential “laboratory” for fostering candid, collaborative, and courageous interactions among professionals in high-performance, high-intensity environments.

ALT is designed to serve both high potential individuals and intact work teams. The integrated series leads to higher operating efficiency, which in turn leads to increased shareholder value.

The underlying concepts of the program are embodied in the following table. The training and experiential components of each module invite participants to release time-wasting and energy-draining drama, and consciously choose the curious and open behaviors shown in the right column.

Drama or “Being Right” Behaviors	Curious and Open Behaviors
Blaming and Complaining	Taking healthy responsibility for your life
Concealing	Candor and revealing
Notoriety and entitlement	Appreciation and gratitude
Defensiveness and withdrawal	Courageous collaboration
Comparison and power	Acceptance and empowerment
Being smart or clever	Seeking knowledge and wisdom
Resentment and retaliation	Forgiveness and boundaries

The ALT series consists of five foundation modules and five advanced modules. The recommended duration of each module is shown parenthetically. However, the actual duration of each module varies depending on the number of participants, and the blend of concept presentation and experiential practice. Often, multiple modules are presented in a single day of training.

ALT Foundation Modules

High Performance Teams: The Basics

1) The Foundation of High Performance Teams

(3 – 4 hours)

- How to measure the level of authenticity in any relationship
 - (draining – transactional – productive – synergistic)
- Creating safety in interpersonal dynamics
 - Guidelines for authentic interactions
- Identifying the causes of inauthentic, draining relationships, and the risks involved in creating Authentic Relationships
- Taking responsibility
- Embracing change

Curiosity and Collaboration

2) Creating a Mindset for Curiosity and Collaboration

(3 hours)

- Approaching interactions with curiosity vs. defensiveness
- Efficient tools for data gathering and brainstorming
- Effective methods for giving feedback
- How to receive feedback, advice, or criticism to maximize learning
- Choosing the right language and tone for any interaction
- The art of asking the right questions at the right time



Navigating Drama and Emotion

3) Navigating Drama and Emotion

(2 – 3 hours)

- Identifying and disarming workplace “Drama” that drains team energy
- All elements of dealing with emotion



Difficult Conversations

4) Having Difficult Conversations

(4 – 6 hours)

- Understanding and practicing a proven model, applicable in all relationships, for surfacing and clearing issues between individuals
- Dealing with untruth and the filters that inhibit candid communication
- Conscious listening
- How to clean up a lie



**Commitments, Agreements,
and Accountability**

5) Commitments, Agreements, and Accountability

(3 – 4 hours)

- The language of commitments
- Differentiating among: ideas, requests, demands, and ultimatums
- Creating clear, solid agreements with defined accountability
- Cleanly addressing broken agreements
- S.M.A.R.T. goal-setting
- Unconscious commitments; how to shift out of negative patterns

ALT Advanced Modules



Appreciation and Celebration

6) Appreciation and Celebration

(2 – 3 hours)

- Appreciating and inspiring team members
- The role of celebration in the workplace
- The leader's role in creating an uplifting culture



How to Plan and Run Effective Meetings

7) How to Plan and Run Effective Meetings

(4 – 6 hours)

- Establishing and communicating the goals and ground rules for the meeting
- The fundamentals of meeting preparation, so all attendees come in prepared
- Creating and sustaining a climate for collaboration in the meeting (uses tools from Foundation Module 2)
- Launching the meeting
- Basic meeting structure and flow
- Time management; common diversions and how to get back on task
- Managing different personality types, especially small group saboteurs who can hijack the meeting / group
- As the group leader, when to use observations, hints, suggestions, requests, commands, edicts or ultimatums to shape others' behaviors
- Meeting assessment and closure



Exploring Tough Problems

8) Exploring Tough Problems

(3 – 4 hours)

- Differentiating data gathering from problem exploration
- Anticipating and dealing with emotion (uses tools from Foundation Modules 3 and 4)
- The deft questioning of work team members to help them surface options, assess risk, and find their own solutions to problems.
- Empowering associates to make their own decisions, and develop a plan to execute on their decisions.



Understanding and Managing Personalities

9) Understanding and Managing Personalities

(8 hours)

- Understanding basic personality types, specifically:
 - Understanding how others experience the world; strengths and biases
 - Optimizing your communication with others based on their personality
 - Key success factors for managing different personality types:
 - Their communication styles and listening filters
 - Dealing with emotion or dysfunction in others based on their type
 - How to affirm and motivate different types
 - How to give feedback to different types
 - Key success factors if you manage or work for different personality types



Powerful Persuasion

10) Powerful Persuasion: The Science of Influence

(4 hours)

- How to get what you want when someone else (an individual or group) has the power or control
- Based on the work of Prof. Robert Cialdini’s “Ethical Persuasion” concepts. Six proven tools for:
 - Building rapport
 - Alleviating fear, uncertainty, and doubt
 - Generating a call to action
- Managing Up – with your boss or any authority figure