



Praxis Consulting Group Senior Team Development Program

Program Description

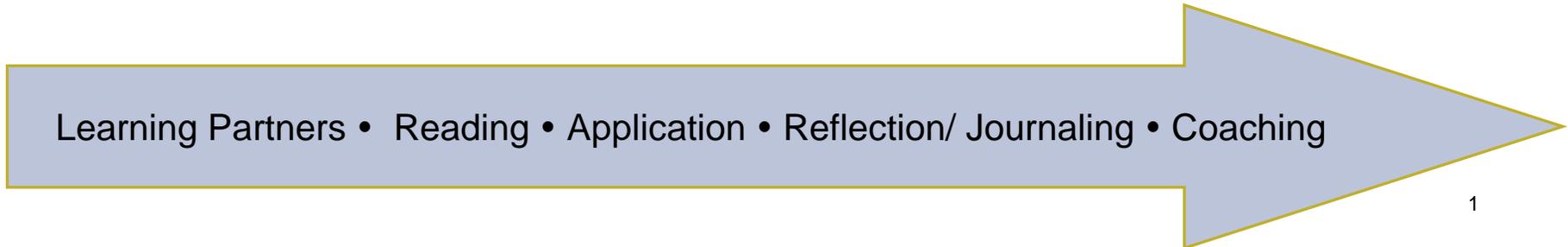




Senior Team Development Program Session Topics

Informing & Aligning	Stewarding Culture	Scanning	Anticipating	Developing Others	Learning
<p>•Description: Sharing relevant information so all members of the senior team have an understanding of the whole, not just their particular area of responsibility.</p> <p>•Learning Modules: Transparency, High Gain Questions, Building Trust, Having Difficult Conversations, Accountability.</p>	<p>•Description: Aligning and reinforcing culture to the values of the organization. Modeling desired behaviors and attitudes, and holding the workforce accountable.</p> <p>•Learning Modules: Knowing and Communicating Your Values, Authenticity, Storytelling as a Communication Skill, Defining and Building Culture</p>	<p>•Description: Paying continuous attention to the larger, external environment and the implications for strategy and leadership work.</p> <p>•Learning Modules: Environmental Scanning, Strategic Thinking, Organizations as Systems</p>	<p>•Description: Getting “out in front” of issues detected either externally (Scanning) or internally, minimizing reactive implementation planning.</p> <p>•Learning Modules: Active Listening, Group Problem Solving, Scenario Planning, Effective Decision Making</p>	<p>•Description: Coaching and transferring knowledge are essential activities, to accelerate the performance of the current organization, and ensure ongoing sustainability.</p> <p>•Learning Modules: Leader as Coach, Assessing Team Strengths and Gaps, Succession Planning, Giving and Receiving Actionable Feedback</p>	<p>•Description: Continually adding frameworks and applicable skills to the team’s repertoire of leadership capabilities, creating common language relative to leadership and culture</p> <p>•Learning Modules: Leading Change, Becoming a Learning Organization, Defining, Building and Supporting Culture</p>

6 - 1.5 day sessions over 12-18 months



The Opportunity

In working with senior teams in various industries, it has become clear that leading organizations in today's economy is a complex proposition, requiring intuitive and sometimes counter-intuitive practices.

When an organization is in **doing** mode, it's hard to imagine taking time to develop the practices and working relationships of the senior team. And, our field experience in working with successful senior leadership teams across multiple industries has shown us that there are common practices which help them succeed.

Most senior teams are comprised of accomplished professionals, who have been very successful in their diverse functional areas. These diverse professionals are then tasked with the sometimes abstract task of leading...so what exactly should senior teams be **doing together** to ensure the success of their companies?

Program Offering

An interactive and experiential development program which helps senior teams (C-Suite) collectively take up their leadership roles, to ensure the success of their companies.

Our program spans a 12 -18 month timeframe, and includes 6 - 1.5 day, facilitator led, immersion sessions, in addition to self-directed and peer learning opportunities between sessions.

Program Goals

- Deepen capacity to detect, plan for and act upon influences in the larger, external environment (within and across industries, national and global in scope).
- Adopt processes which Increase integrated flow of information and alignment across functions.
- Develop skills and awareness to build and steward desired culture (modeling & supporting desired behaviors).
- Construct strategies to attend to leadership pipeline across the organization, by identifying and developing future leaders.
- Build integrated leadership capability through use of best practices and frameworks, create common language to talk about and learn

Program Components

We work with each client to determine which of the following program components should be included in their program, depending on their goals and resources. We have listed all of the possible components here.

Intersession Work. Between immersion sessions, we will send emails on a weekly or bi-weekly basis to all participants giving them practice “assignments” for the week, short readings relating to a particular topic or other suggestions for remaining aware of and attentive to applying the concepts and skills we are teaching.

Intersession Coaching. We will assign each program participant to one of the Praxis program facilitators and, during the course of the program; we will have two or three approximately one hour phone coaching sessions with each person. These sessions will be focused on how the person is doing, as well as any challenges he or she is facing as a member of the senior team.

Learning Partners. Each member of the senior team will be paired with another for the course of the program. The specific directive for Learning Partners is to multiple times between sessions to practice their leadership skills together, discuss their successes in using these skills and to help one another become more effective users of the leadership skills.

Optional Program Components

360° Feedback with Coaching Component: Senior Leaders need access to candid, actionable feedback from a variety of sources in the organization. We use either a standardized leadership assessment tool or create a 360° tool using the client organization’s own leadership competencies. This feedback provides each team member with a clear understanding of the degree to which their view of themselves is consistent with how others experience and perceive them. Because they get feedback from their boss, their peers and their direct reports, they are able to understand if different groups experience them similarly or differently. Each senior team member works through their 360° results with one of the program facilitators, with a goal of selecting one or two areas where they can focus their development efforts during the program. Team members are also asked to discuss the highlights of their 360 reports with their boss and other team members, so that they can receive support in their development.