MOR Emerging Leaders Program

"The program is extremely valuable to our current and emerging leaders. If our IT group is going to do a better job of serving the University's mission then the our leaders need to have a skill that goes well beyond their technical expertise. The focus on strategic thinking, leading change and building relationships will be critical to our success as we forge stronger partnership with our campus counterparts."

Bill Clebsch,
CIO, Stanford University

MOR

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About the Program

MOR's Emerging Leaders Program is the embodiment of our clients' belief that leadership is not a title but a mindset. It is targeted at individual contributors, team leads, and front line managers, and it empowers them to lead from where they are. The program has been adapted from MOR's highly successful MOR Leaders Program, which has graduated thousands of participants over the past 10 years.

Program Objectives

- Promote the development of an IT Community that works together to shape technology decisions that meet the university's needs and individual customers' needs.

- Broaden the perspectives and practices of participants to enable fuller engagement in their work.

- Facilitate the adoption of a "tool box skill set" to improve foundational skills, such as coaching, running effective meetings, building relationships, giving feedback, developing others, and building effective workgroups.

- Develop a strategic perspective to better align with emerging needs that will impact the university's future.

- Create a platform upon which individuals can do important "work on self."

- Create a network of learners to share ideas and support the development of new practices.

- Develop the capacity to lead, especially in "leading with influence not authority."

- Increase organizational awareness, especially as it relates to change, strategy, culture and politics.

Program Design

The program provides a variety of learning opportunities encompassed in four tracks:

[The Workshop Track]

Workshops, spaced over eight months, focus on building competencies that the program's sponsor(s) agree are needed to fulfill the leadership and management roles particular to your university.

[The Applied Learning Track]

Workshop pre-work and assignments to be completed between the sessions provide participants opportunities to meaningfully practice the leadership concepts and lessons presented during the program. Participants apply what they learn to their current work; they engage in small experiments to test out new approaches; and they explore strategic, systemic and technical topics relevant to your university's future.

[The Individual Development Track]

"Work on self" is a critical dimension of the program. Each participant creates and pursues an individual development plan. The process includes a current state assessment on each individual's leadership skills, establishing goals, and one-on-one sessions with one of our experienced coaches.

[The Leadership Community Track]

Throughout the program we put considerable emphasis on building a leadership community. Workshops are interactive; affinity groups are charged with work between sessions; and participants are assigned peer coaches. The bonds formed during the program become critical currency for getting things done across the organization. Participants learn from each other, rely on each other, and sustain their relationships beyond the program end date.

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Program Themes and Topics

Session 1 • Building Self-Awareness/Honing Communication Skills
Leadership Happens in Conversations
Building a Vision for This Group
Using SDI to Build Self Awareness/Awareness of Others
Presence and Presentation
Using the 4 – I's to Connect with Others
Tool Kit: SUCCES Model for Presentations with Impact

Session 2 • Leading Without Authority
Influence is a Strategy
Relationships are Currency
Understanding Culture and Politics
Collaboration vs. Consensus
Building New Practices
Tool Kit: Business Process Improvement

Session 3 • Finding Common Ground
Emotional Intelligence
Assumptions Hijack the Truth
Dealing with Conflict
Having a Difficult Conversation
Delivering Constructive Feedback
Tool Kit: Effective Meetings

Session 4 • Optimize the Future
Navigating Change
Understanding Culture and Politics
Thinking Strategically
Plotting a Personal Transformation
Tool Kit: Project Management

Session 5 • Building Team Strength
Getting the Right People
On boarding is a Strategy Not A Task
Performance is Learned - The Adult Learning Model
Tool Kit: Basic Finance

"I stopped 'minding my own business' when I knew that stepping up was in the interest of my organization."

David Malterre,
Process Improvement Manager,
Teachers College,
Columbia University

Learning Objectives

Each participant will engage on all of the topics that form the core of MOR's leadership curriculum but will be asked to build a focus in three or more areas. Mastery will come through workshop participation, individual applied learning, team-based activities, and intensive coaching. It is an expected outcome that each participant will create lasting and productive relationships across the whole cohort.

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