The Emerging Leader Series covers several key business skills and how to apply them within an organizational context. Effective leadership, better decision making, talent development, coaching, change management and strategy formulation form the core of the program’s curriculum. Using in-depth discussions, skills practice and case studies, each half-day module provides participants with the skills to maximize both individual and team performance.

TIME AND LOCATION
8 a.m.-5 p.m.
Bergengren Hall (Bldg. 110), Rm. 112
Daytona Beach Campus, Daytona State College
1200 W. International Speedway Blvd., Daytona Beach, FL

REGISTRATION
To register for these courses, contact Daytona State College at (386) 506-4224 or ParkerJ@DaytonaState.edu. We accept checks, credit cards (MasterCard, VISA), purchase orders or company billing for payment.

FEE
$595 for the series (includes all student materials and morning and afternoon refreshment breaks)

ABOUT YOUR INSTRUCTOR
Mark Toombs brings over 20 years of leadership, management and training and development experience including time at Enterprise Rent-A-Car, General Mills and Wausau Insurance. His client partners include: American Greetings, Bright House Networks, The Commercial Finance Association, DRS Technologies, numerous municipalities and more.

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The Emerging Leader Series

Tuesday, November 11
The Leader’s Role in Shaping and Modeling Organizational Culture
• Define and explore organizational culture; how it is created, embedded, developed, managed and changed
• Culture-embedding mechanisms
• Understanding your role in supporting the culture of the organization
• Realize your span of control and your sphere of influence
• Learn the impacts of organizational culture on communication, on achieving goals, on human interaction and on organizational results
• Understanding the dynamics of cultural evolution and leadership

Strategic Planning and Leadership
• Assessing the 9 Roles from your real world
• Relating the roles to leadership competencies
• The strategic planning model
• 11 core elements of strategic planning
• Sharing your vision: making the vision and mission clear for others
• How hindsight can help with strategic planning
• 10 keys to successful strategic planning

Tuesday, November 18
Leadership is a Conversation
• Gaining Perspective: Be aware of your communication mindset
• Where are you now? (Individual communication skill assessment)
• Situational communication: communicating effectively in a variety of scenarios (case-based skill practice activity)
• What message are you sending? A discussion around intent and perceptions
• Orders or Influence? There is a time and place for both
• The Leader’s Role: Fostering open communication from the top down and the bottom up
• Eliminating cultures of silence (utilizing case study successes and failures)

Selecting and Retaining Top Talent
• What are you looking for in a candidate?
• Are you looking in the right places? (internally and externally)
• What is talent? A look at 3 types of talent
• Considering the cultural fit
• Strategies for identifying and recruiting top talent
• What makes your organization so special? (Why should they stay?)
• Factors that impact engagement and retention
• One size does not fit all: What makes you “tick” may not make me “tick”
• Keys to retention success

Tuesday, November 25
Coaching and Developing for High Performance
• Why coaching and mentoring matter
• What do successful performance coaches do?
• The impacts of performance coaching
• Self-Assessment: Analyzing your coaching toolkit
• The 4 Step Coaching Process Model
• 6 steps to maintain a meaningful coaching relationship
• Identifying and maximizing development opportunities for your people
• What is your current talent development process?
• A look at succession planning

Understanding and Applying Emotional Intelligence
• Understanding the concept of EQ vs. IQ
• The 5 domains of Emotional Intelligence
• Why being “emotionally intelligent” matters for you as a leader
• Exercise: Interpersonal EQ scenarios
• Applying Emotional Intelligence to your role and your workplace
• Creating your EQ development plan

Friday, December 5
Leading Organizational Change
• How do you view change?
• The Change Model
• Perspective check: an exercise in trying to see the change from their view
• The leader’s role in managing organizational change
• The question is often “why?” - help them understand and they will help you get there
• 8 errors common to organizational change efforts
• Capabilities vs. challenges: A key to moving people forward in times of change
• Understanding resistance to change and addressing it in meaningful ways
• Building your toolkit for leading change

The Ethical Leader
• What is ethics?
• The “6 Pillars of Character”
• What is your ethical orientation?
• Revisiting the “moral compass”
• Why ethical behavior matters in your organization
• Ethics and leadership: Ethical behavior is a choice
• Ethical “traps” and rationalizations
• Strategies for making ethical behavior a part of your organizational culture

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