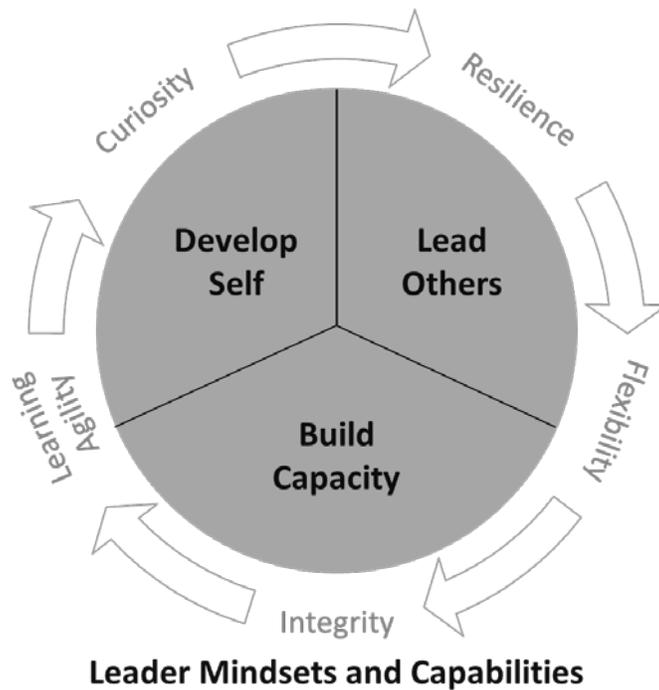


CONCEPTUAL MODEL

Invista’s Leadership Development Model provides an organized, comprehensive approach to developing leadership skills that are applicable to both new and seasoned leaders. The program focuses on the Mindsets and Capabilities foundational for leaders - providing critical knowledge and skills that support and develop leaders as individuals, leaders of teams and leaders who build capacity in others and their organization.

Leadership Development Model



Mindsets	Capabilities
Curiosity	Develop Self
Resilience	Lead Others
Flexibility	Build Capacity
Integrity	
Learning Agility	

LEADER MINDSETS

Mindsets are the distinguishing internal mental **qualities** and **characteristics** needed to be developed as a leader no matter the task, situation or interaction. Mindsets are ways of thinking and being that influence our relationships with others and our work. Below are the leader mindsets Invista believes are foundational for leaders to develop.

Curiosity A strong desire to learn or know something more, to seek new information and experiences and explore novel possibilities. Curiosity is the state of being curious: inquisitive, wondering, ready explore and solve problems.

Curiosity is important in leadership because it encourages leaders to generate alternatives, view tough situations more creatively, focus on alternative perspectives, share information more openly and listen more carefully.

Resilience The process of adapting, learning and growing well in the face of adversity, challenges or significant sources of stress. Resilience requires self-awareness and a belief that you will work through difficult situations. Resilience also requires a commitment and optimism for building healthy relationships and solving critical problems.

Resilience is important in leadership because it not only helps leaders get through difficult times personally, it also is an opportunity for a leader to show their emotional strength, courage and professionalism during the most trying times.

Flexibility Demonstrating an openness to change. Rapidly adapting to new information, changing conditions, or unexpected obstacles. It is about recognizing and drawing from available resources and respecting necessary changes in direction.

Flexibility is important it allows leaders to more readily match their thoughts and actions the reality of a situation – maintaining positive momentum in their work and relationships even during periods of transition or chaos.

Integrity Living and working in with high moral standards. Being consistent in demonstrating your values in relationships with coworkers, customers, and stakeholders. At the heart of integrity are honesty and trust.

Integrity is important in leadership because people are drawn to and want to put forth their best effort for those who are ethical. They know that if their leader acts with integrity, that leader will treat them right and do what's best for the organization.

Learning Agility Being willing to continually able to give up skills, perspectives, and ideas that are no longer relevant, and learn new ones that are.

Learning agility is important in leadership because it encourages leaders to seek out and learn from unfamiliar experiences and then apply those lessons to succeed in the next new situation. Learning agility helps leaders be strategic about what to do even when the future is not clear.

LEADER CAPABILITIES

Capabilities are the critical **competencies** (knowledge, skills and abilities) needed to develop as a leader. These are competencies that focus on the individual leader, the leader's interactions with others and the work the leader and his/her team is being tasked to do.

Capabilities have been organized into the following three elements of leadership:

1. Develop Self
2. Lead Others
3. Build Capacity

Develop Self

Developing Self is about understanding who you are, as well as understanding the mission of the organization and your role in it. It is about becoming self-aware and having self-discipline. Self-awareness includes: being aware of strengths and weaknesses; understanding your limitations and creating appropriate boundaries; knowing your "hot-buttons"; and honing your "gut instincts". It is about becoming intelligent and self-disciplined in your thoughts, emotions and actions – both personally and professionally. Developing a keen sense of self-awareness also helps leaders gain confidence in their abilities and results in them modeling the behaviors they are trying to grow in their team.

Lead Others

After focusing first on individual development, the model focuses on **Leading Others**. New leaders must take their understanding of the organization's mission and model that for the members of their team. They must further their capabilities in communication, influence and motivation, learning to ask questions and actively listening to the people around them. They must proactively address conflict and solve problems when they arise and have the capacity to make good decisions. In addition, leaders must consider future needs and opportunities, be forward thinking, and lead their people through change.

Having the opportunity to study, practice and debrief with peers and others who have more experience is critical to the healthy development of a new leader.

Build Capacity

Capacity building is the process of developing the strength, effectiveness and sustainability of an individual, team or organization. It is essential to an organization’s continued growth.

New leaders who are committed to their own professional development have the opportunity to share what they are learning with members of their team. They can work together with those they lead to identify strengths, challenges, and areas of interest. In addition, they must know how to give feedback and coach the members of their team so that together they can achieve necessary goals. Developing relationships by investing in others fosters a sense of ownership and empowerment in the work and the mission of the organization. It strengthens confidence, skills, knowledge and the experiences available to the team and organization.

ORGANIZATION OF THE LEARNING MODULES

Program learning modules are organized into 4 categories and 22 modules

<p>The Leader Mindset</p> <ol style="list-style-type: none"> 1. A Framework for Leadership 2. The Working Leader 3. Understanding The Leader Mindset 4. Applying The Leader Mindset 	<p>Lead Others</p> <ol style="list-style-type: none"> 1. Culture – What is a Culture of Trust? 2. Culture – Building a Culture of Trust, Workplace Culture 3. Communication and Interpersonal Relations Part I 4. Communication and Interpersonal Relations Part II 5. Communication and Interpersonal Relations Part III 6. Leading Change – The Process of Change 7. Leading Change – The Human Component of Change 8. Decision Making – Understanding the Fundamentals 9. Decision Making – In Practice 10. Influence and Motivation 11. Addressing Conflict – Understanding, Responding to, and Minimizing Workplace Conflict Part I 12. Addressing Conflict – Understanding, Responding to and Minimizing Workplace Conflict Part II
<p>Develop Self</p> <ol style="list-style-type: none"> 1. Emotional Intelligence – Leadership Self-Assessment 2. Emotional Intelligence – A Plan for Personal Success 3. Foundations for Personal Productivity 4. Tools for Personal Productivity 	
<p>Build Capacity</p> <ol style="list-style-type: none"> 1. Feedback and Coaching – Esesentials: Types of Coaching 2. Feedback and Coaching – Good Coaching 	

THE LEADER MINDSET

The Leader Mindset focuses on the internal qualities and characteristics critical for leaders no matter the task, situation or interaction. They are foundational ways of thinking and being as a leader.

Module 1. A Framework for Leadership

SUMMARY An essential component of a leadership development program is the establishment of a shared understanding of the meaning and essence of “leadership.” This module sets out first to define the term and then to explore in more detail a framework for leadership.

LEARNING OBJECTIVES

After completing this module, the participant will be able to:

1. Define leadership and summarize it in context to their organization. (Remember and Understand)
2. Recall and define the principles of the Invista Leadership Framework. (Remember)

Module 2. The Working Leader

SUMMARY All leaders are individuals who are responsible for leading and developing themselves. This module explores the three distinctive spheres that all leaders work within and the role of the organizational leader.

LEARNING OBJECTIVES

After completing this module, the participant will be able to:

1. Define the three spheres of leadership and identify the unique aspects of each; Individual, Organizational, and Institutional. (Understand)
2. Align the Leadership Framework with the three Spheres of Leadership. (Analyze)

Module 3. Understanding The Leader Mindset

SUMMARY The Invista Leadership Development Framework consists of five mindsets all successful leaders possess: Curiosity, Resilience, Flexibility, Integrity, Learning Agility. This module takes an in-depth look at the mindsets and challenges participants to identify and develop behaviors reflected in each.

LEARNING OBJECTIVES

After completing this module, the participant will be able to:

1. Identify the mindsets. (Remember)
2. Match behaviors demonstrated in case studies to aspects of each mindset. (Understand)

Module 4. Applying The Leader Mindset

SUMMARY In this module participants will demonstrate how they can apply the characteristics of a leader mindset to their specific organization

LEARNING OBJECTIVES

After completing this module, the participant will be able to:

1. Review their organization's stated values and align them with the aspects of INVISTA's Leader Mindset. (Analyze)
2. Compare the INVISTA Leader Development Model to their own organization and profession by completing and presenting a graphic that puts the model in context to their work environment. (Analyze)

DEVELOPING SELF-LEARNING MODULES

Developing Self is about understanding who you are, as well as understanding the mission of the organization and your role in it. It is about becoming self-aware and having self-discipline.

Module 1. Emotional Intelligence - Leadership Self-Assessment

SUMMARY A leader's emotional quotient indicates their ability to sense, understand, and effectively apply the power and acumen of emotions as a source of energy, information, creativity, trust, and connection. Leaders today must develop abilities to be internally aware of their emotions and the "emotional climate" of the organization. In this module, participants will respond to the assessment in Emotional Intelligence 2.0 to identify their EQ strengths and opportunities for growth.

LEARNING OBJECTIVES

After completing this module, the participant will be able to:

1. Identify 4 traits, behaviors or preferences about themselves. (Evaluate)
2. Use their new self-understanding to better interact with others by managing and practicing interpersonal improvements. (Apply)
3. Recognize traits, behaviors and preferences in order to better interact with and respond to others. (Analyze)

Module 2. Emotional Intelligence – A Plan for Personal Success

SUMMARY A self-aware and emotionally intelligent leader recognizes challenging organizational issues related to low emotional intelligence at the individual and organizational level. Emotionally intelligent leaders know how to partner with their emotions for aligned and congruent outcomes. They are predictable, authentic and responsive and can be counted on no matter what the circumstances. This module focuses on each participant's individual results from the Emotional Intelligence 2.0 Assessment.

LEARNING OBJECTIVES

After completing this module, the participant will be able to:

1. Embed a workable definition of Emotional Intelligence into leaders and their organizations. (Understand)
2. Understand the five domains of Emotional Intelligence and their impact on their leadership success. (Understand)
3. Use an EQ assessment to explore and identify leadership personal strengths and vulnerabilities directly related to EQ. (Apply)
4. Articulate and apply emotional intelligence in creating and sustaining business success. (Apply)
5. Develop a personal leadership “EQ in Action Plan” to result in demonstrable and measurable change. (Create)

Module 3. Foundations for Personal Productivity

SUMMARY This module details foundational concepts that provide the ability for leaders to take charge of their own productivity as well as help others to be more productive.

LEARNING OBJECTIVES

After completing this module, the participant will be able to:

1. Use Pareto analysis for more productive outcomes by controlling priorities. (Apply)
2. Effectively manage time by accepting only necessary meetings to avoid wasting time. (Apply)
3. Learn how to ensure problems are solved at the appropriate level in the organization. (Apply)

Module 4. Tools for Personal Productivity

SUMMARY In this module participants will experience practical tools to improve their personal and professional productivity while helping others to be more productive and fulfilled.

LEARNING OBJECTIVES

After completing this module, the participant will be able to:

1. Understand the difference between problem solving and decision making. (Understand)
2. Use a simple tool to align decisions with organizational values, objectives, and targets. (Apply)
3. Become effective at assigning work and ensuring results are as expected. (Apply)
4. Set SMART goals to achieve productive outcomes. (Apply)

LEAD OTHERS-LEARNING MODULES

As a leader you must utilize what you have developed as a mindset and self-awareness to Lead Others. In order to be successful, you must strengthen competencies that impact your relationships with your team, their relationships with each other, and the tasks necessary to complete your work.

Module 1. Culture - What Is A Culture of Trust?

SUMMARY Organizations with high levels of trust have more productive workforces, better employee morale, lower employee turnover, and they perform better financially than their industry peers. It is universally acknowledged that the most successful leaders espouse the importance of trust all the time. However, 'trust' in an organization can be infuriatingly intangible, and slippery to quantify. What we do know is that trust is vital to success - while distrust can be disastrous. In this module, participants will focus on the foundations and characteristics of trust.

LEARNING OBJECTIVES

After completing this module, the participant will be able to:

1. Describe a culture of trust and associate certain employee and management behaviors with a culture of trust. (Remember)
2. Present and discuss the concept of a culture of trust. (Understand)

Module 2. Culture - Building A Culture of Trust & Workplace Culture

SUMMARY This module builds on Module 1 by reminding participants of the elements of a culture of trust and exploring behaviors associated with building trust in an organization. It then expands on the concepts related to building a culture of trust by looking more broadly at workplace culture. Participants will learn more about why culture is often cited as the cause of either a good or bad place to work and explore how each team member can be a part of improving culture through their personal action.

LEARNING OBJECTIVES

After completing this module, the participant will be able to:

1. Communicate the meaning and importance of trust to their team. (Understand)
2. Describe strategies for building a culture of trust within their team. (Understand)
3. Apply strategies within their team to improve their culture of trust. (Apply)
4. Determine your role in personally improving the culture of your team or organization. (Analyze)
5. Learn how to differentiate between a productive culture and an unproductive culture. (Analyze)
6. Understand the role of conversation in transforming a culture. (Understand)
7. Learn to develop a culture that embraces difference and leverages differences to improve productivity. (Apply)

Module 3. Communication and Interpersonal Relations (Part I)

SUMMARY In this first of three communication modules participants will explore the communications process and take the first steps toward effectively communicating across differences to resolve concerns.

LEARNING OBJECTIVES

After completing this module, the participant will be able to:

1. Apply proactive thinking for effectively communicating with regard to problem solving. (Apply)
2. Apply the OPIE model to express an discuss shared experience. (Apply)
3. Describe the JoHari Window and refer back to 4 levels of communication. (Understand)
4. Describe the communications process including: contextual layers, senders, receivers, channels, messages, and barriers. (Understand)

Module 4. Communication and Interpersonal Relations (Part II)

SUMMARY This module will focus on group dynamic and facilitation skills for the leader.

LEARNING OBJECTIVES

After completing this module, the participant will be able to:

1. Select effective questions for facilitation using the ORID method. (Apply)
2. Identify and address discussion group member behaviors. (Understand)
3. Draw and describe the wheel of awareness. (Understand)
4. Facilitate a Wheel Walk to coach an individual through an issue. (Apply)

Module 5. Communication and Interpersonal Relations (Part III)

SUMMARY This module picks up on the themes of the previous module. Learners will deliberately focus on leader behaviors required at each point on the wheel to ensure effective use of the process as well as mastery of the method. Learners will continue to focus on the communication wheel and strategies for leading communication

LEARNING OBJECTIVES

After completing this module, the participant will be able to:

1. Use Active Constructive Responding and Effective Nonverbal communication. (Understand)
2. Draw and describe the wheel of awareness. (Apply)
3. Facilitate a Wheel Walk to coach an individual through an issue. (Apply)
4. Draw and describe the wheel of awareness (Understand)
5. Facilitate a Wheel Walk to coach an individual through an issue (Apply)
6. Respond appropriately to triangulation including addressing rumors and gossip (Evaluate)

Module 6. Leading Change – The Process of Change

SUMMARY This module is about the work of leadership in leading change. What do leaders do? How do they know where to take an organization? How do they inspire others to follow?

LEARNING OBJECTIVES

After completing this module, the participant will be able to:

1. Understand the process and stages of change within an organization (Understand)
2. Personally model the adaptation to change in a dynamic and chaotic environment. (Apply)
3. Create a culture where change is part of the everyday life of team members, not a huge and traumatic process. (Apply)

Module 7. Leading Change – The Human Component of Change

SUMMARY We lead people and manage work. This module addresses what leading people looks like and how to improve the ability to lead so that others are willing to follow - creating an innovative and productive organization.

LEARNING OBJECTIVES

After completing this module, the participant will be able to:

1. Lead change through the content, context, and frequency of respectful conversations with diverse people. (Apply)
2. Minimize resistance to change through effectively engaging others in the change process. (Apply)
3. Unleash the creativity of others to drive change in the organization. (Apply)
4. Leverage those team members whose talent is resisting change. (Apply)

Module 8. Decision Making – Understanding The Fundamentals

SUMMARY Effective leadership requires the confidence and skill for making decisions. This module focuses on important fundamentals for leaders to effectively make decisions with their team.

LEARNING OBJECTIVES

After completing this module, the participant will be able to:

1. Describe the different approaches to making decisions and the pros/cons of each. (Understand)
2. Appraise a situation to determine the best strategy to use when making a decision (Apply)
3. Illustrate to their team different approaches to decision-making that apply to specific work-based scenarios. (Apply)

Module 9. Decision Making – In Practice

SUMMARY Leaders can make better decisions by implementing decision-making processes and styles that fits individual situations. This module will provide leaders with an understanding of different decision-making strategies and the opportunity to practice using them.

LEARNING OBJECTIVES

After completing this module, the participant will be able to:

1. Recognize the specific role as the leader in the decision-making process. (Understand)
2. Breakdown a decision-making strategy and lead a team through it. (Analyze)
3. Evaluate what worked and what didn't after a decision has been made. (Evaluate)

Module 10. Influence and Motivation

SUMMARY No leader can succeed without mastering the art of persuasion. This module will explore the art and science of persuasion.

LEARNING OBJECTIVES

After completing this module, the participant will be able to:

1. Understand and be able to apply 4 motivation principles to leadership. (Understand)
2. To be able to name 5 situations or actions which engage and motivate employees. (Remember)
3. To be able to identify 4 actions within a leaders' control that motivate peers and employees. (Understand)
4. To be able to name and apply the principles of influence. (Apply)

Module 11. Addressing Conflict - Understanding Workplace Conflict (Part I)

SUMMARY Workplace conflict is inevitable when team members of various backgrounds, skills, experiences and work styles are asked to work together toward some common purpose. Conflict can—and should—be appropriate addressed and resolved.

LEARNING OBJECTIVES

After completing this module, the participant will be able to:

1. Describe the positive and negative realities of workplace place conflict. (Understand)
2. Provide examples of conflicts that arise in their place of work. (Apply)
3. Breakdown a real-life conflict example into the typical components of conflict. (Analyze)
4. Understand and be able to apply 4 motivation principles to leadership. (Understand)

Module 12. Addressing Conflict - Responding to and Minimizing Workplace Conflict (Part II)

SUMMARY The ability to recognize conflict, understand the nature of conflict, and to be able to bring swift and just resolution are critical leadership skills. This module will address strategy for effectively addressing conflict among team members. An effective leader is attuned to identify and minimize potential areas of conflict before it has a significant impact on team members. This module shares strategies for minimizing the impacts of potential conflict.

LEARNING OBJECTIVES

After completing this module, the participant will be able to:

1. Identify constructive and deconstructive responses to conflict. (Understand)
2. Reflect on their typical response to conflict in comparison to strategies presented in the module. (Evaluate)
3. Practice constructive and deconstructive responses to conflict. (Apply)
For example, practice using questioning techniques to solve problems. (Apply)
4. Anticipate what kinds of conflict are likely to surface among the team members they supervise (Analyze)
5. Construct strategies for addressing potential conflict before it becomes significant. (Create)
6. Reflect and debrief on a conflict resolution strategy they implement with members of their team. (Evaluate)

BUILDING CAPACITY-LEARNING MODULES

Capacity Building is the process of developing the strength, effectiveness and sustainability of your team and organization. It is essential to the growth of individuals and organizations.

Module 1. Feedback and Coaching – Levels and Types of Coaching

SUMMARY Coaching is frequent, intentional, specific feedback designed to raise the level of awareness and performance. This module will look at specific applications and functions of coaching between leaders and the members of their team.

LEARNING OBJECTIVES

After completing this module, the participant will be able to:

1. Define what coaching is and what coaching isn't (Understand)
2. Differentiate coaching from other kinds of conversations (Apply)
3. Describe coaching models and opportunities. (Apply)
4. Describe the qualities of a great coach (Remember)

Module 2. Feedback and Coaching – Great Coaching Methods

SUMMARY Effective coaching can have a profound impact on not only the lives of your teammates, but on the entire organization. In this module participants will practice specific strategies for coaching people on their team to improve - creating opportunities for them to solve problems and accomplish goals.

LEARNING OBJECTIVES

After completing this module, the participant will be able to:

1. Analyze your personal roadblocks to coaching and employ a range of tactics to overcome them. (Analyze)
2. Practice the elements necessary for a good match between coach and coachee. (Apply)
3. Apply the elements that determine when to coach and when NOT to coach. (Apply)
4. Describe the questioning techniques and when and how to ask questions based on the type of coaching session. (Apply)
5. Create a coaching plan for a potential coachee using scenario-based exercises. (Apply)