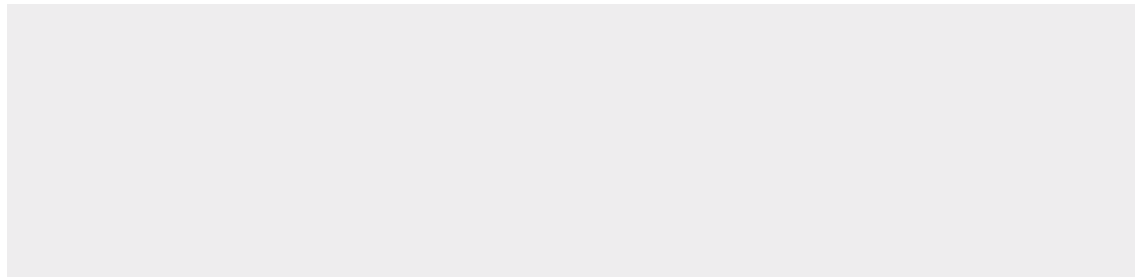




Leadership Essentials Participant Workbook

Leadership Essentials Participant Workbook

This book belongs to



How to use this Leadership Essentials Workbook

We recommend that you download this journal and save it to your device so it will be easily accessible throughout the journey.

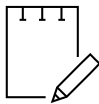
You may find this journal useful during specific parts of the learning journey:

1



Journaling throughout your experience and setting your growth intentions

2



Taking notes as you work through the digital module lessons

3



Following along during webinars and networking group events and taking notes accordingly

4



Reflecting on goals and bringing them to your organization

Reminder: Course Requirements



Digital Module badges

- Business Leadership
- Team Leadership
- Self Leadership



Pass the digital module assessment with at least 70% proficiency by the module close date



Program Completion badge

- Attend at least 3 out of 4 live webinars
- Complete each digital module with at least 75% progress by the module close date

Leadership Essentials is a 3-month learning journey designed to build knowledge, shift mindsets and expand networks

 Digital module
  Virtual session
  Networking



Business Leadership

Enhance foundational understanding of key functional areas including strategy, finance, operations, marketing & sales



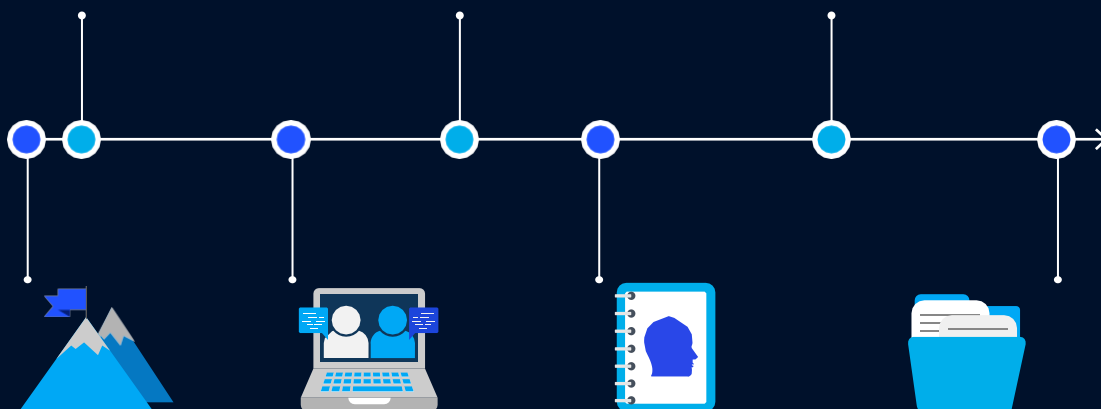
Team Leadership

Develop tools and strategies for effective day-to-day team leadership



Self-Leadership

Enhance self-leadership understanding and learn tools to create more belonging



Opening Session

Overview of journey
Setting intentions
Exploring identity

Building a Strong Network

Understanding and developing your advocates, sponsors, mentors, and peers

Creating Your Personal Brand

Reflecting on key elements of personal brand
Defining your personal brand

Closing Session

Bringing it all together
Looking ahead



Networking Group



Networking Group



Networking Group



Networking Group

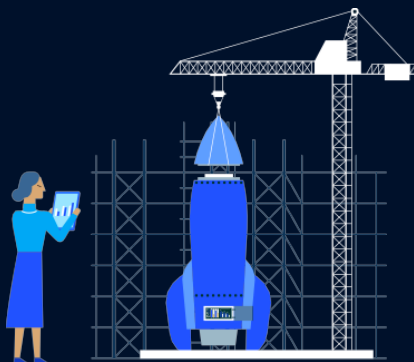
Table of contents



Part 1: Business Leadership



Part 2: Team Leadership



Part 3: Self Leadership



Part 1: Business Leadership

**Strengthen core skills in business acumen
and enhance foundational understanding**

Reminder: Course Requirements



Business Leadership module badge

Pass the digital module assessment with at least
70% proficiency by the module close date

Start here with your Business Leadership Journal

Research has shown that setting learning intentions helps to create accountability and buy-in when going on a development journey.

For this journal entry, you will be setting goals centered around your career trajectory, your skillsets, and the dimensions of your identity.

Set goals centered on your career, skills set and reflect on how you identify as a leader.

1

Where do you want to be a year from now? What are two career-centered goals that you have for these four weeks to support your career objectives?

2

What skills do you need in your toolkit to truly advance? What knowledge and capabilities can help you accomplish your goals?

3

During each phase of this leadership journey, you will have the opportunity to explore the relationship between identity and leadership. How – if at all - does your identity as a leader impact your experience in the workplace today?

You will revisit your Business Leadership journal entries at the end of the module...

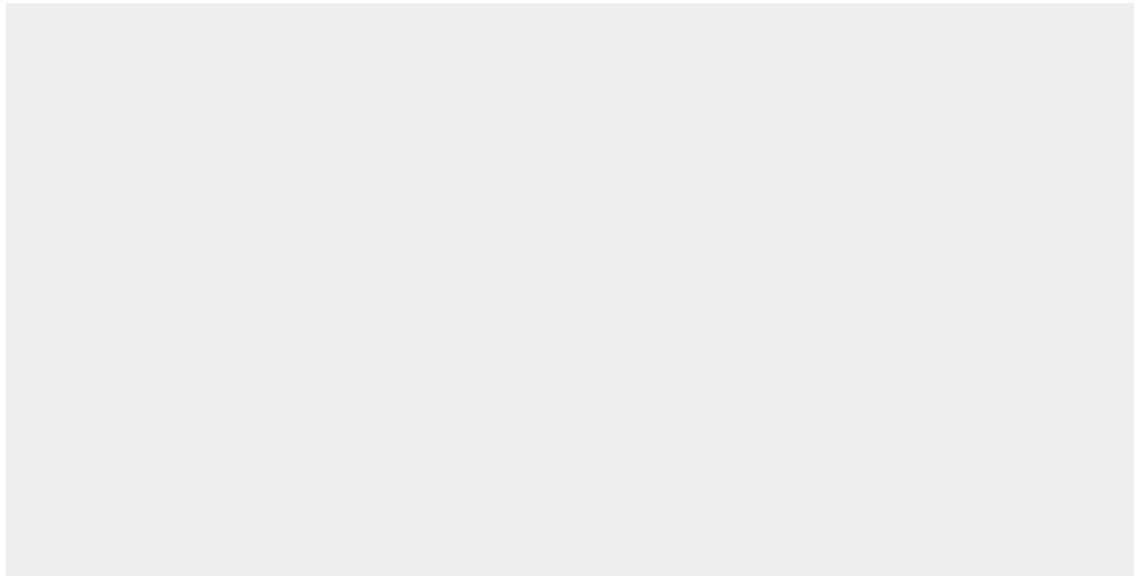
Business Leadership

Module Notes

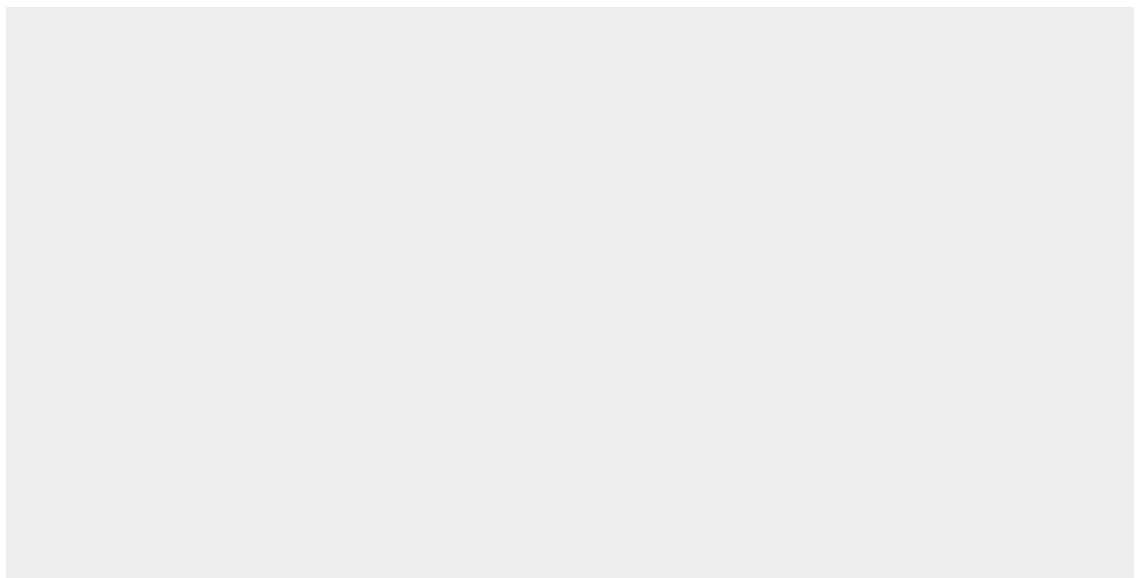
You will build out a core business acumen toolkit through this Business Leadership digital module.

Use this page to take notes as you work through the lessons.

Strategy:



Operations:



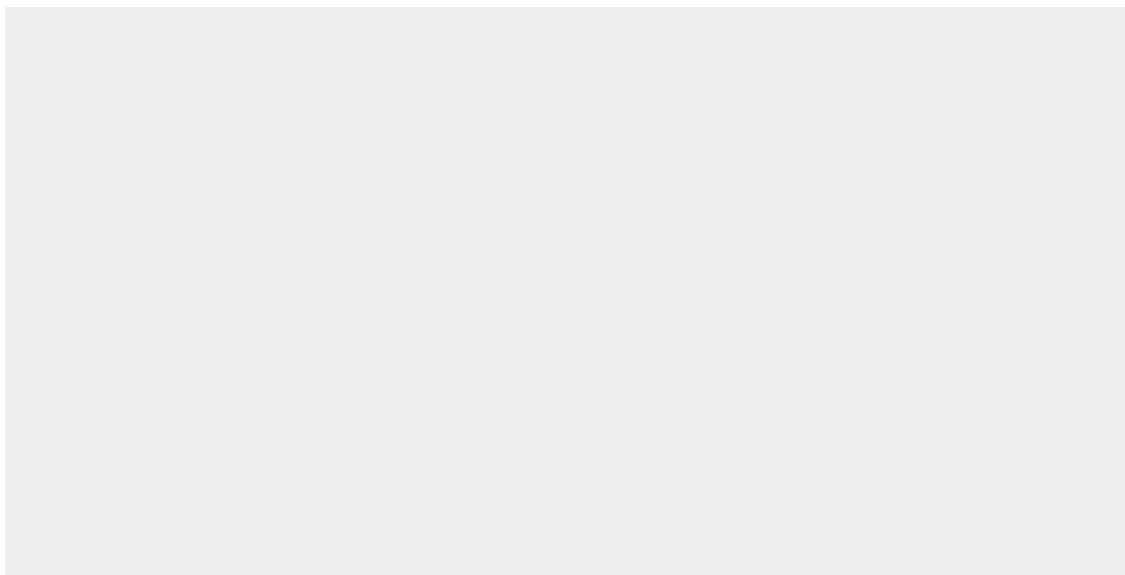
Business Leadership

Module Notes

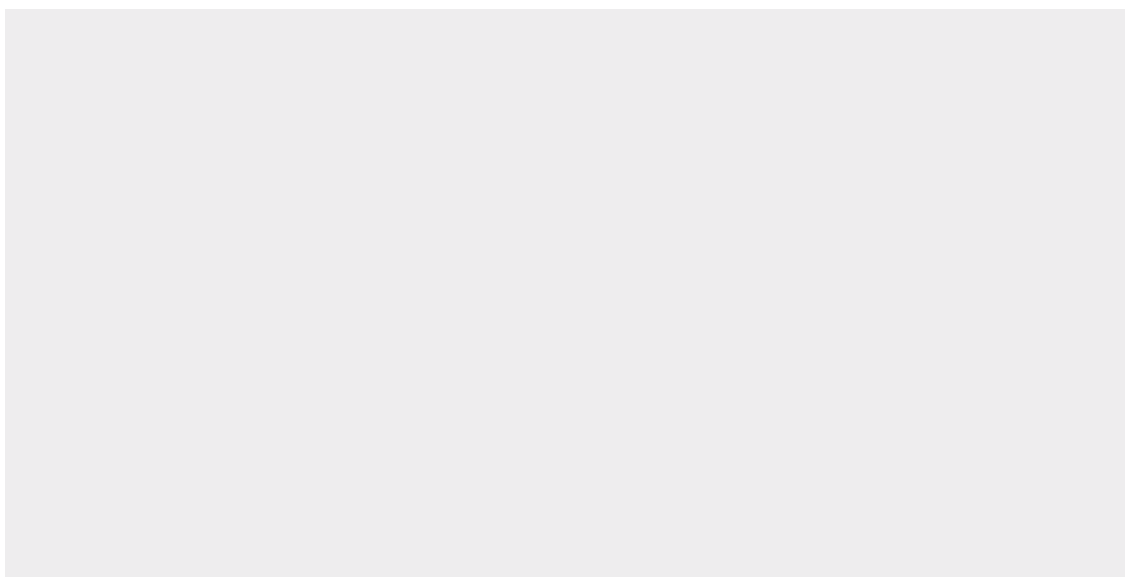
You will build out a core business acumen toolkit through this Business Leadership digital module.

Use this page to take notes as you work through the lessons.

Finance:

A large, empty rectangular area with a light gray background, intended for taking notes on the Finance section.

Marketing and Sales:

A large, empty rectangular area with a light gray background, intended for taking notes on the Marketing and Sales section.

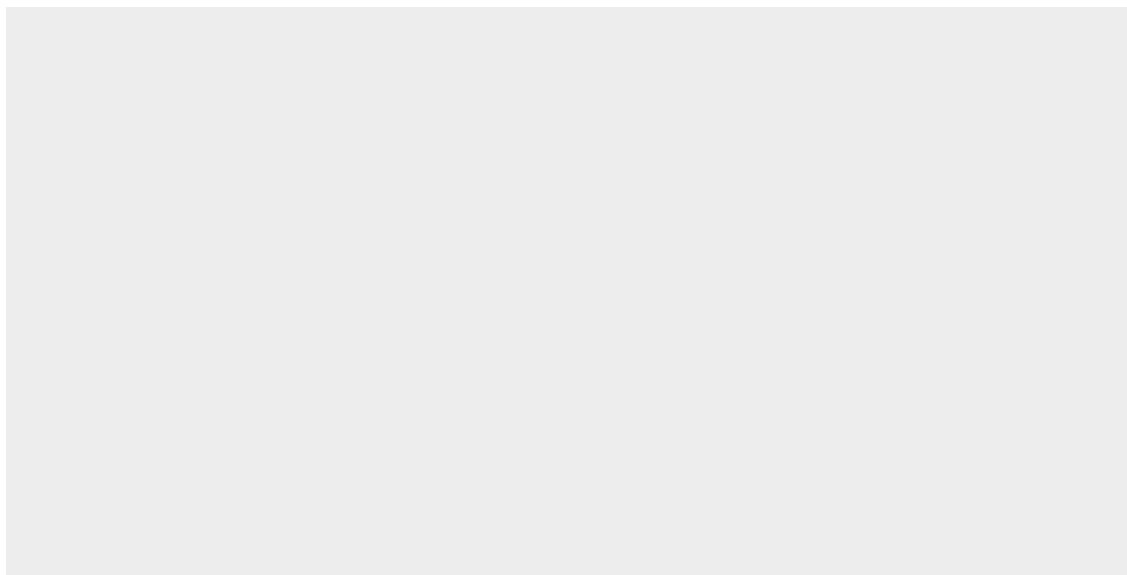
Business Leadership

Module Notes

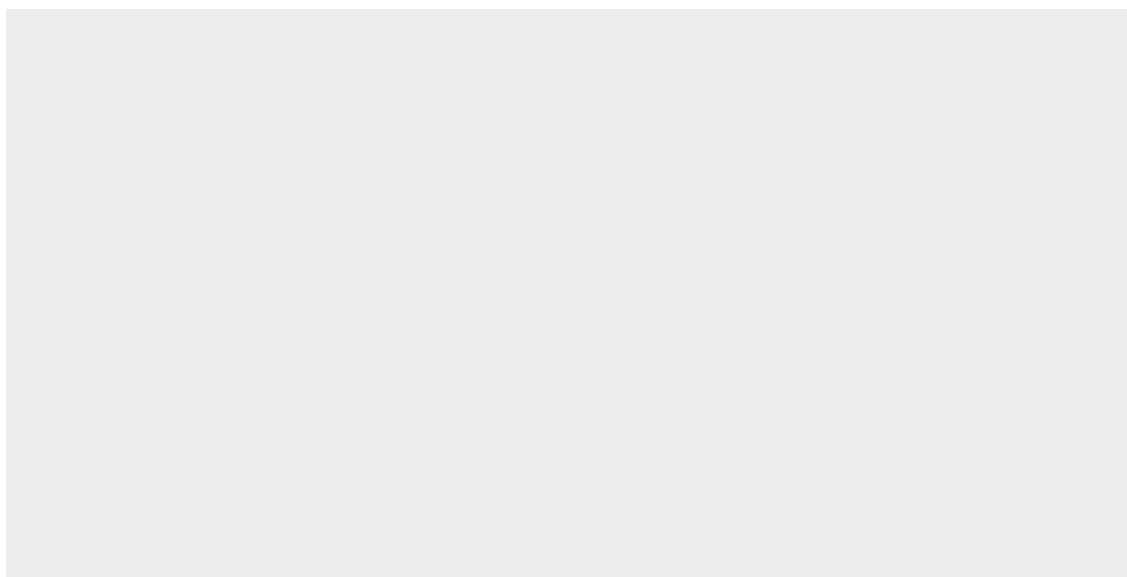
You will build out a core business acumen toolkit through this Business Leadership digital module.

Use this page to take notes as you work through the lessons.

External Spend:



Pricing



Opening Session



Notes

Use this page to take notes during the Opening Session webinar.

The Networking Group session that follows will build on key themes that emerge in this webinar.

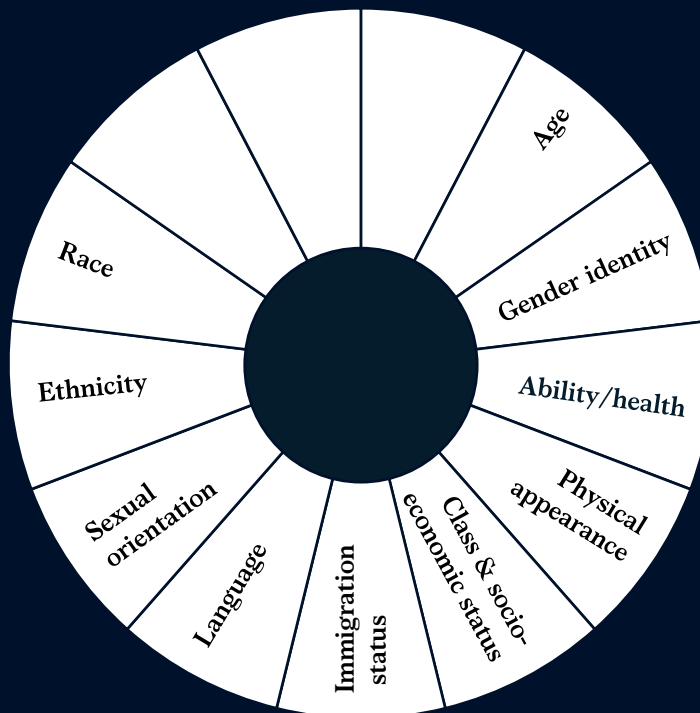
What identities do we bring with us in the workplace?



We experience the world in different ways depending on our different identities.

What identities do you carry with you the most or are most important to you? (If you don't see it listed, you can add it to your wheel).

- How does having these identities affect how you show up?
- What do these identities make it easier to do?
- What do these identities make it more challenging to do?



Bring what you learned from the Opening Session discussion to your Networking Group 1 breakout conversations

Room

Who did you meet today? Don't forget to exchange contact information and record here:

1

2

3



Networking tips



Focus on learning

Successful people network because they want to learn something new, not because it feels like an obligation.



Identify common interests

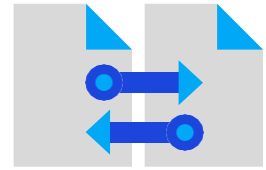
Seek out something that ties you to the other person and follow that thread



Be generous

Determine what you can offer others, whether information, connections, advice or even support

Revisit Your Business Leadership Journal



Revisit your goals and reflections from the start of this digital module journey.

What progress have you made?

What roadblocks have you encountered?

What help do you want to ask from others around you?

Share these reflections with your accountability partner if you have designated one.

- 1** Having completed the Business Leadership module, how close do you feel to achieving your career goals? How might you revise your plan?

- 2** After reviewing the business fundamentals presented in the Business Leadership module, how would you evaluate your own leadership capabilities?

- 3** Having participated in various discussions, webinars, and networking groups with experts and peers, do you want to say anything else in your journal about how you identify as a leader in the workplace today?



Part 2: Team Leadership

Strengthen core skills in team leadership
and incorporate day-to-day strategies

Reminder: Course Requirements



Team Leadership module badge

Pass the digital module assessment with at least
70% proficiency by the module close date

Start here with your Team Leadership Journal



Set team-centered goals and reflect on your current leadership status

- 1 Though you may not be a manager of people, you are able to lead others by influencing and role-modeling for them. What are 2 goals you would like to set for yourself in regard to how you lead others on your team?

- 2 What support do you need (knowledge, skills, people, etc.) to accomplish these goals?

- 3 How do you define yourself as a leader of others? What cultural values, or aspects of your identity, influence that definition?

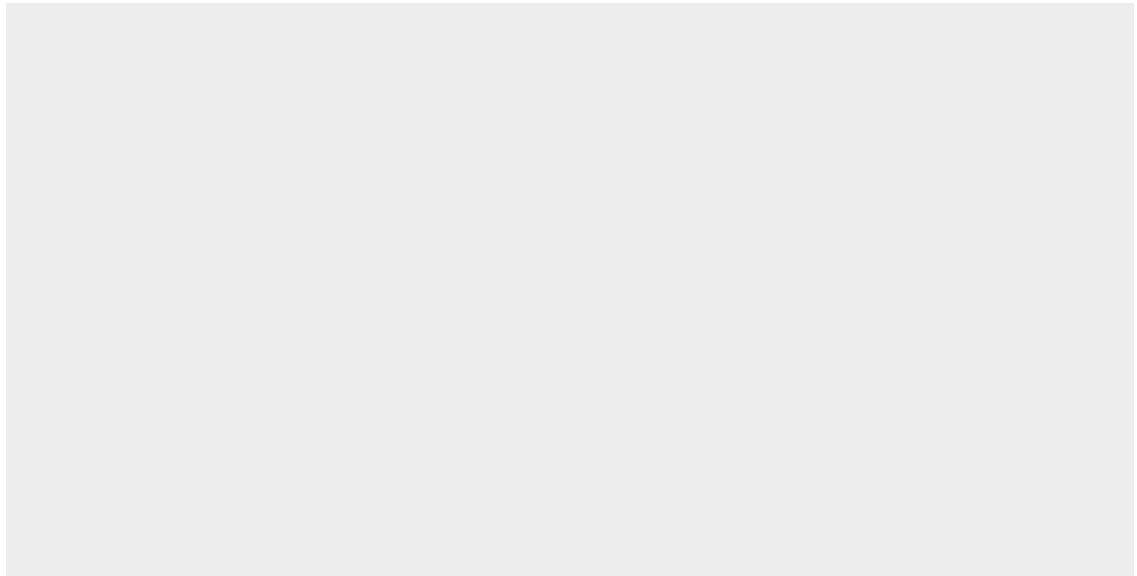
You will revisit your Team Leadership journal entries at the end of the module...

Team Leadership

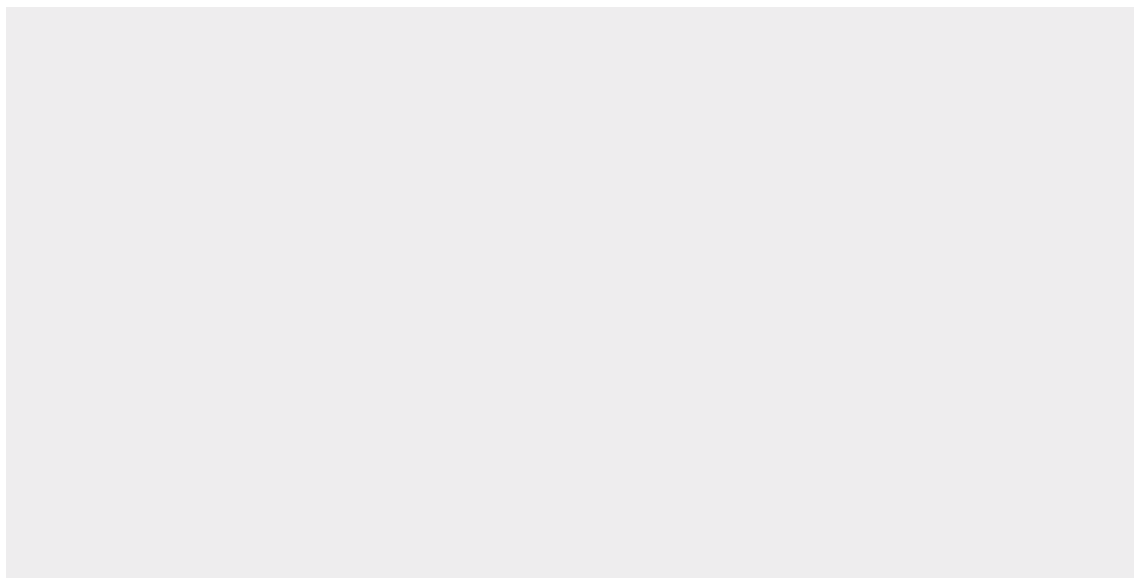
Module Notes

You will explore critical skills for team leadership through this Team Leadership digital module.
Use this page to take notes as you work through the lessons.

Creating Business Value:



Prioritizing Effectively:



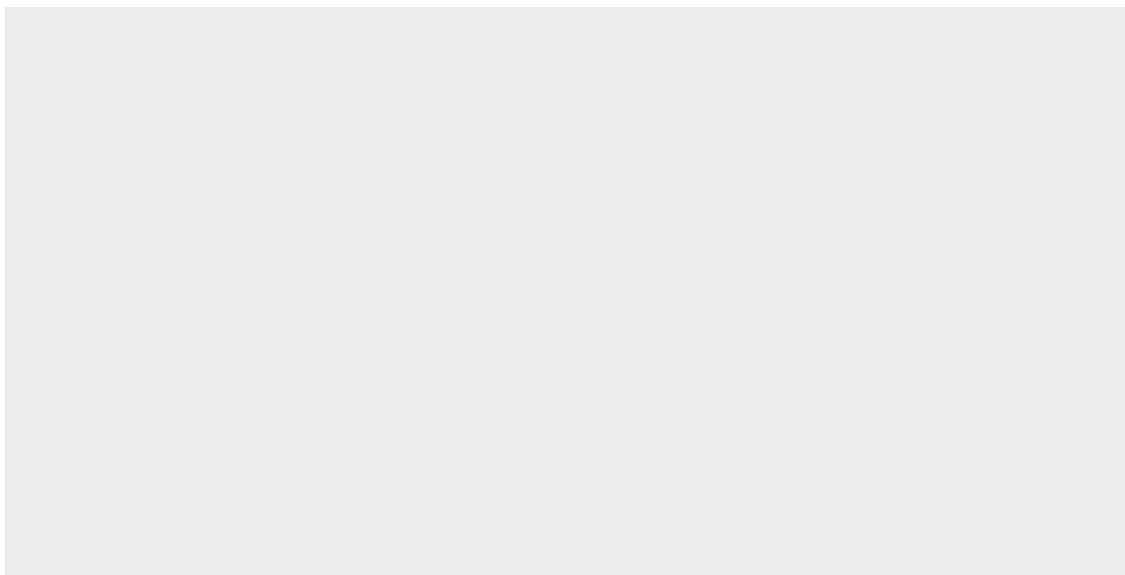
Team Leadership

Module Notes

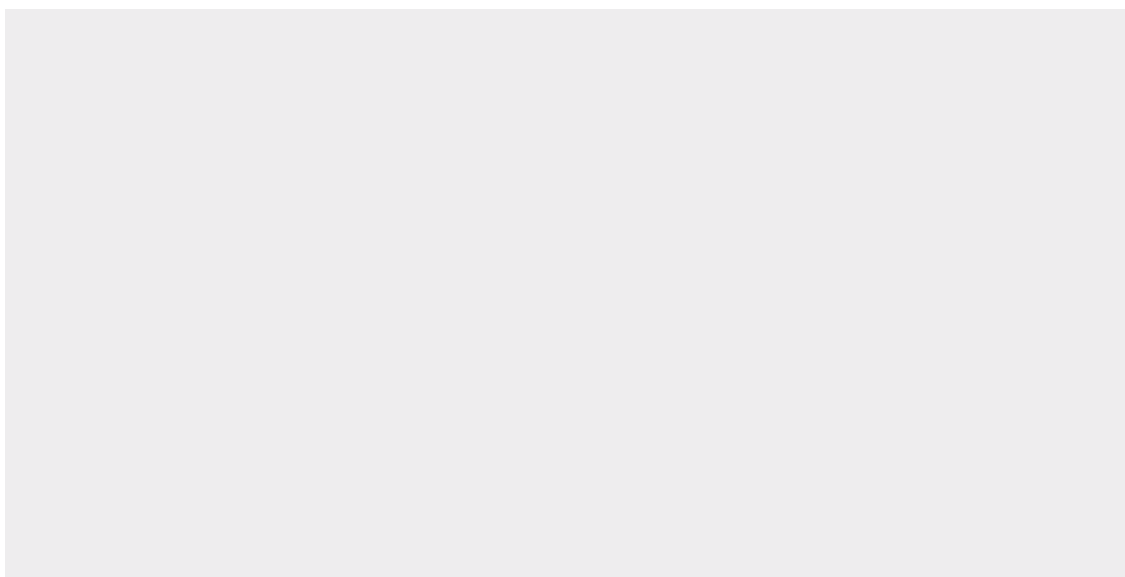
You will explore critical skills for team leadership through this Team Leadership digital module.

Use this page to take notes as you work through the lessons.

Solving Problems:



Driving Idea Generation:

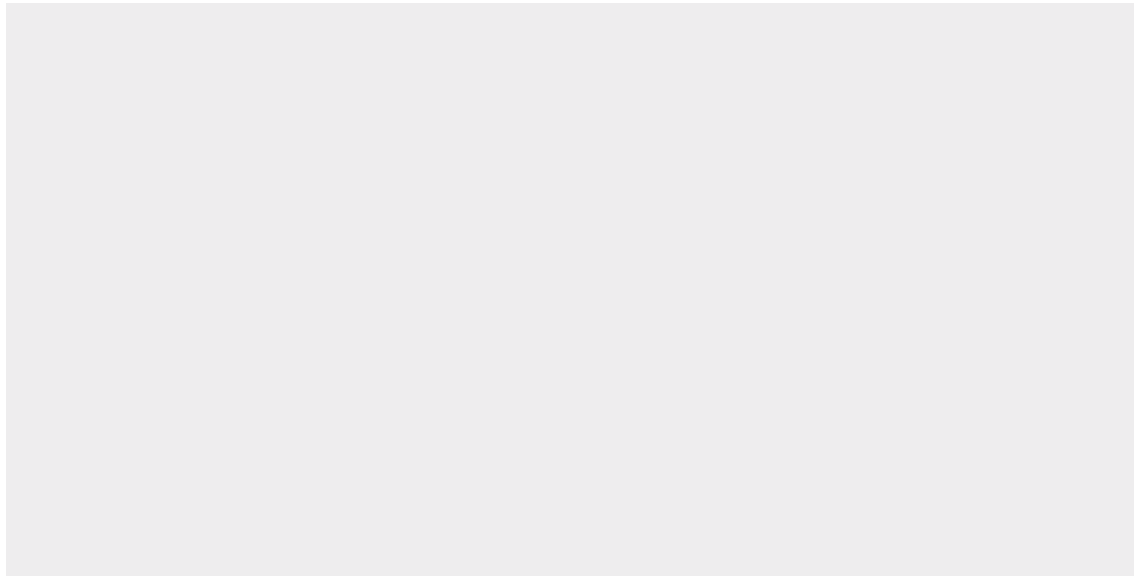


Team Leadership

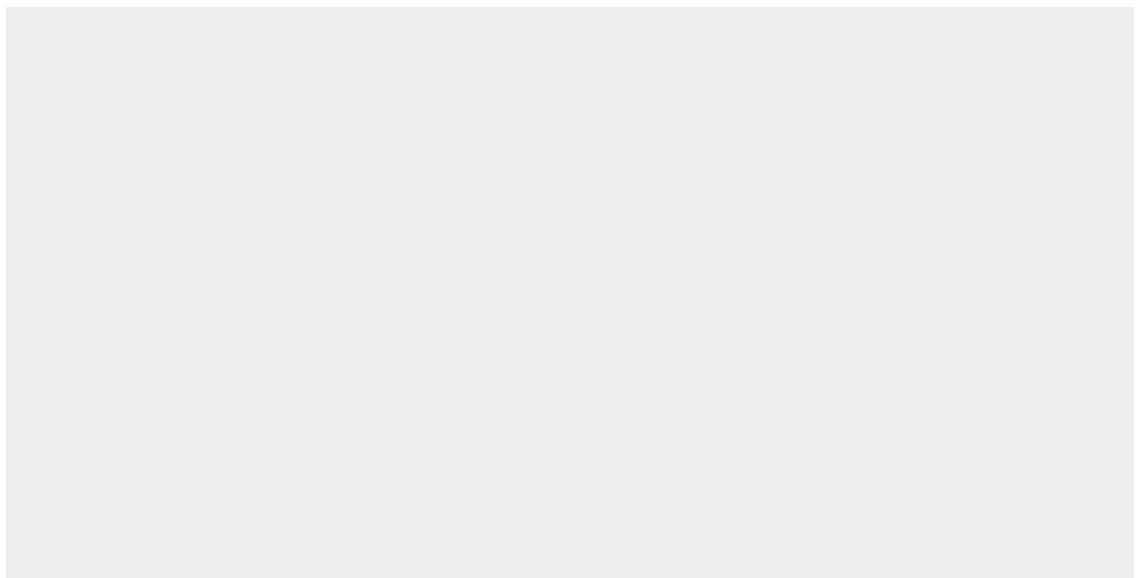
Module Notes

You will explore critical skills for team leadership through this Team Leadership digital module.
Use this page to take notes as you work through the lessons.

Coaching Others:



Conducting Pre-Mortems:

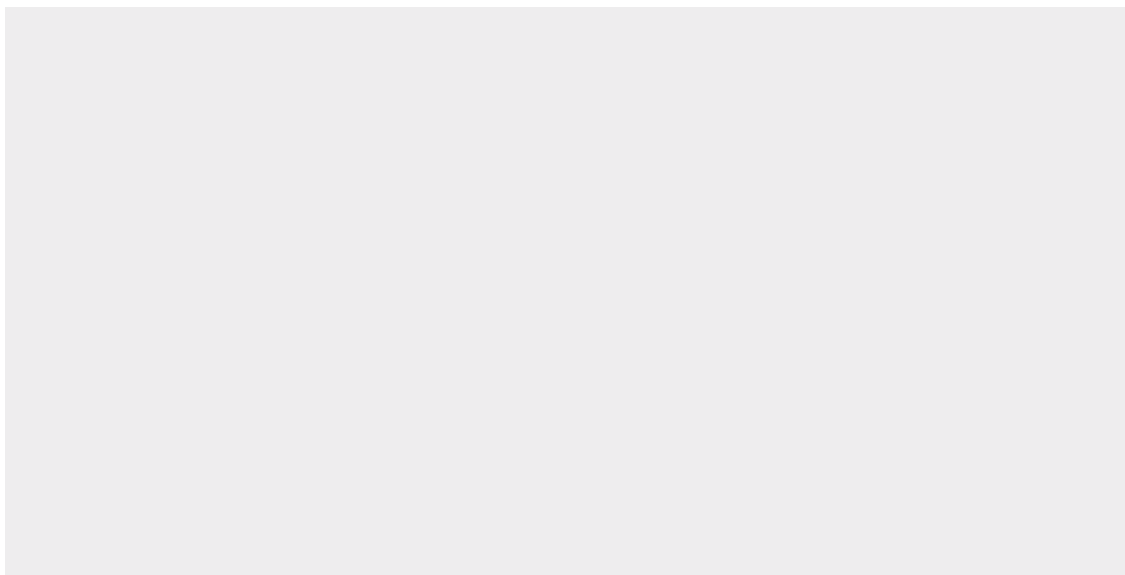


Team Leadership

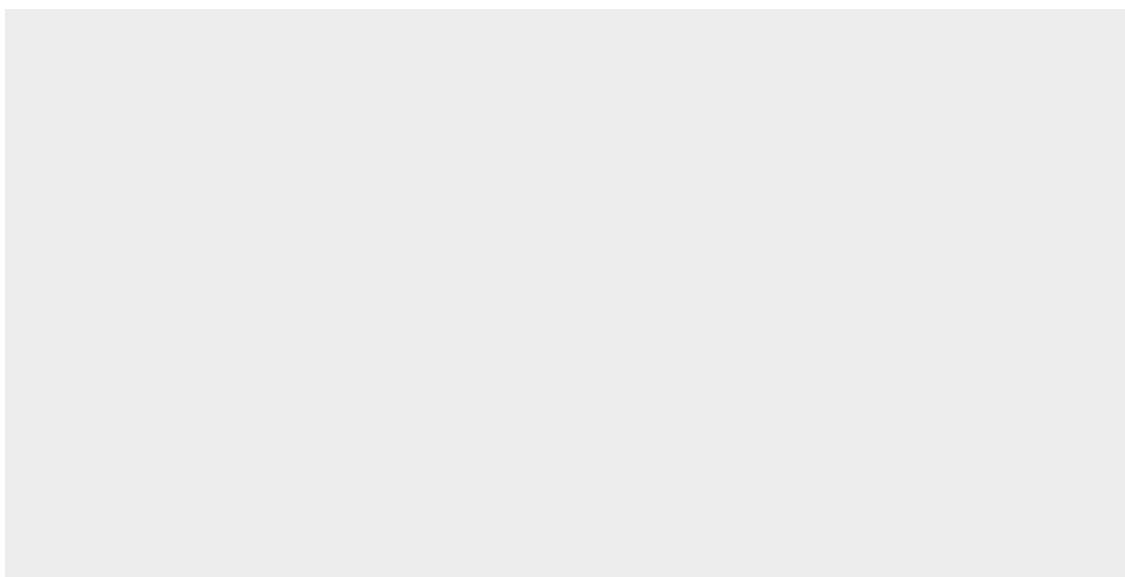
Module Notes

You will explore critical skills for team leadership through this Team Leadership digital module.
Use this page to take notes as you work through the lessons.

Having Effective Meetings:



Closing the Loop:



Building a Strong Network



Notes

Use this page to take notes during the Strong Network webinar.

The Networking Group session that follows will build on key themes that emerge in this webinar.

Strong networks have the following people...



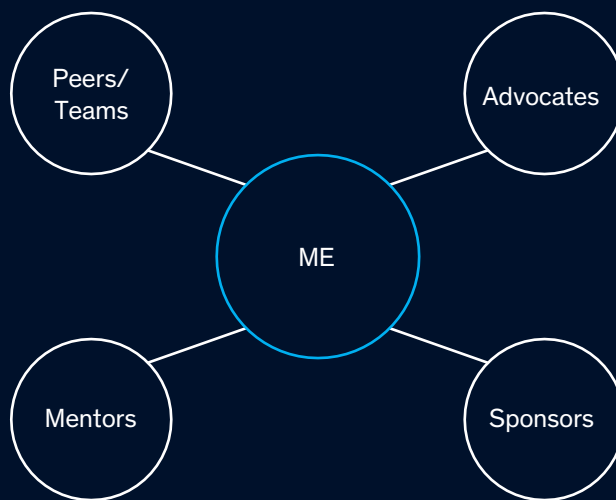
Who comes to mind when you think about your own network?

Peers/Teams

- These are the colleagues you work with most frequently
- They create opportunities to achieve and fulfill your leadership goals in practice through working together

Advocates

- These are senior leaders and others who want you to succeed
- They are a voice of approval when asked, and support opportunities that are created for you



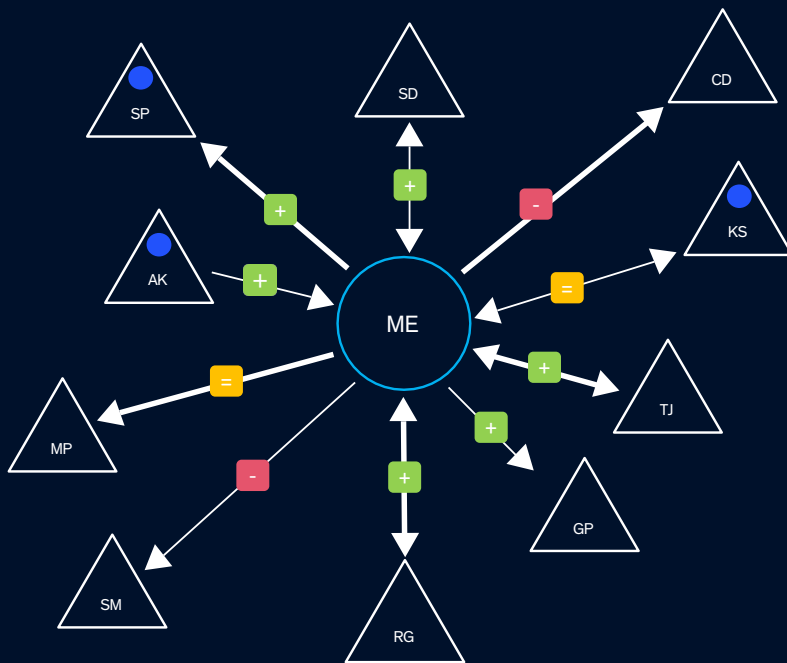
Mentors

- These are trusted counselors or advisors
- They provide advice, guidance, support, and honest feedback

Sponsors

- These are senior leaders who are vested in your success
- They create opportunities and help navigate key transitions

The network map is a great way to visualize your network



1 Your People

- ▲ Use initials to indicate the people in your network
- ▲ Place people closer if the relationship is more frequent

2 Trust

- Draw lines to connections
- Make the line thicker or thinner to indicate level of trust

3 Reciprocity

- Put the arrow in the direction of who benefits in the relationship
- Make the line two-way if reciprocity is equal

4 Energy

- + for energy-boosting relationships
- for energy-draining relationships
- = for equal relationships
- Sponsors

Your network map

Use the space below to draw your network map

Bring what you learned from the Strong Network discussion to your Networking Group 2 breakout conversations

Room

Who did you meet today? Don't forget to exchange contact information and record here:

1

2

3



Networking tips



Start before you need to

Make connections even when there is no imminent need or ulterior motive



Create a plan

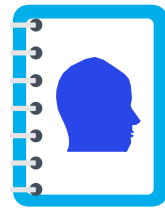
Have some clear goals articulated, and seek out people and direct conversations in a way that help accomplish those goals



Follow up

When you make connections, follow up with a note; if you've promised something, make sure to follow through

Creating Your Personal Brand



Notes

Use this page to take notes during the Personal Brand webinar.

The Networking Group session that follows will build on key themes that emerge in this webinar.

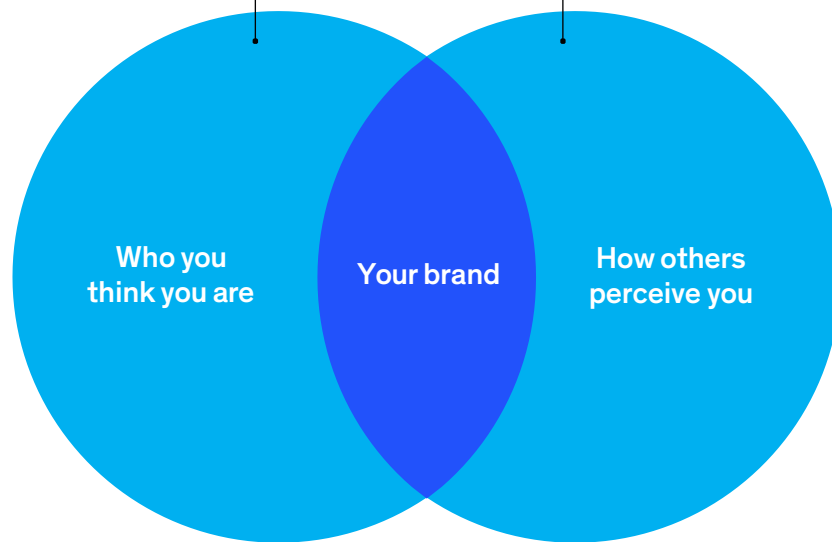
Creating a personal brand

Ask yourself...

- Your values, ambitions, and goals
- What you want to be known for
- What makes you *authentically* you

Ask your network about...

- Strengths, talents, and competencies that make you special
- The “essential factors” that make you *uniquely* you
- Your relationships with others



Who are you?

Your brand

How do others perceive you?

Bring what you learned from the Personal Brand discussion to your Networking Group 3 breakout conversations

Room

Who did you meet today? Don't forget to exchange contact information and record here:

1

2

3



Networking tips



No one is unimportant

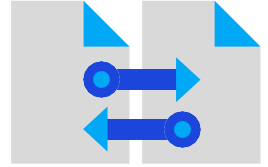
Don't just rely on status or tenure as an indicator of importance; anyone can offer a connection that helps you learn and develop, and vice versa



Never underestimate networking with people you know

We find that the connections we have "in our network" are not as strong as we thought; build stronger relationships with them, using the Network Map as a tool

Revisit Your Team Leadership Journal



Revisit your goals and reflections from the start of this digital module journey.

What progress have you made?

What roadblocks have you encountered?

What help do you want to ask from others around you?

Share these reflections with your accountability partner if you have designated one.

1

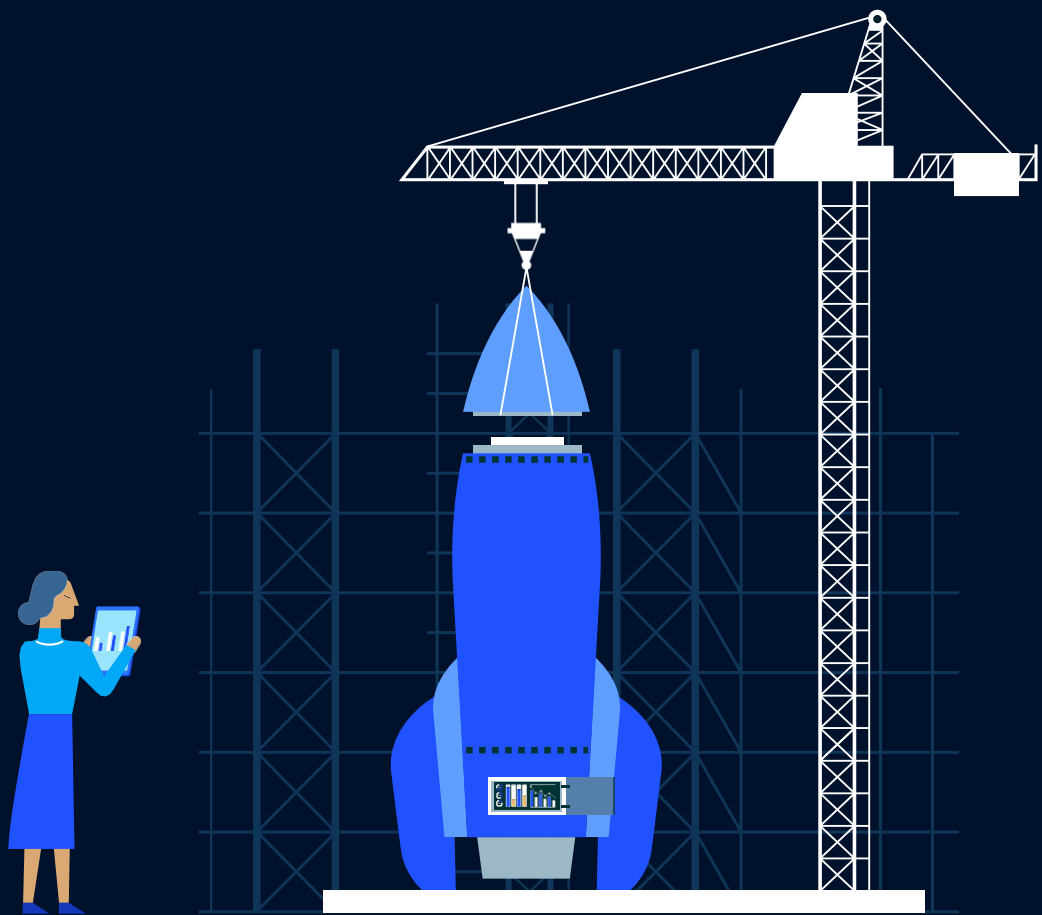
Having completed the Team Leadership module, how close do you feel to achieving your leadership goals now? Do you have any plans to adjust, and if so, how?

2

What knowledge, skills, or people in your network will be the most helpful resources to support your achievement of your leadership goals?

3

What have you learned about your identity and how it impacts the way you lead others?



Part 3: Self Leadership

**Enhance self-leadership understanding
and sharpen how you show up as a leader**

Reminder: Course Requirements



Self Leadership module badge

Pass the digital module assessment with at least
70% proficiency by the module close date

Start here with your Self Leadership Journal



Set goals to encourage inclusivity, belonging, and clear communication for yourself and amongst the members of your team.

- 1 **How authentic have you been, and can you be in your leadership?
What impacts authenticity?**

- 2 **What are ways you can be a more inclusive leader?**

You will revisit your Team Leadership journal entries at the end of the module...

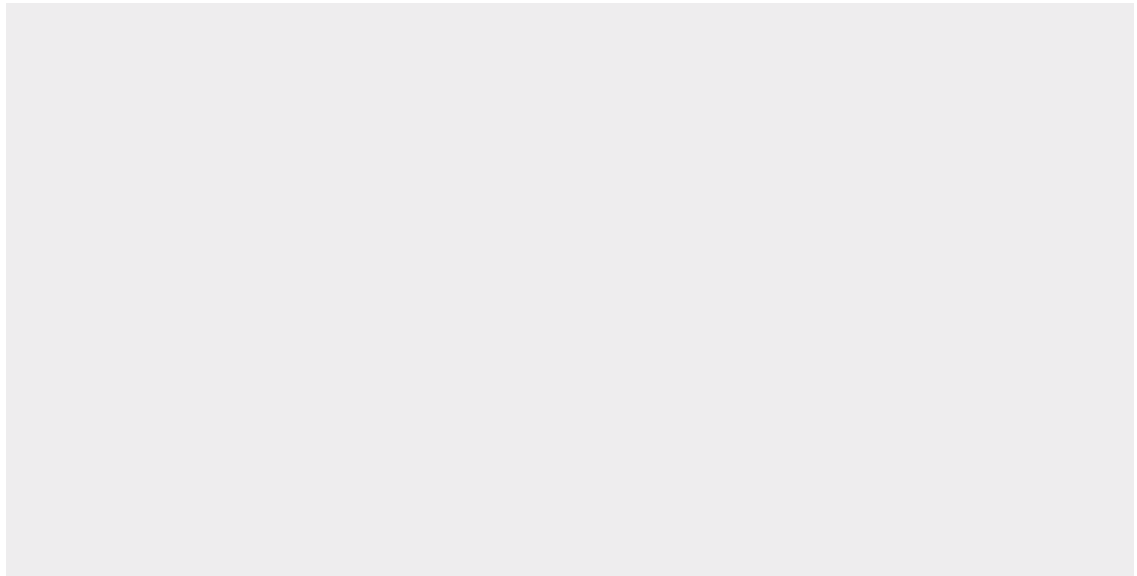
Self Leadership

Module Notes

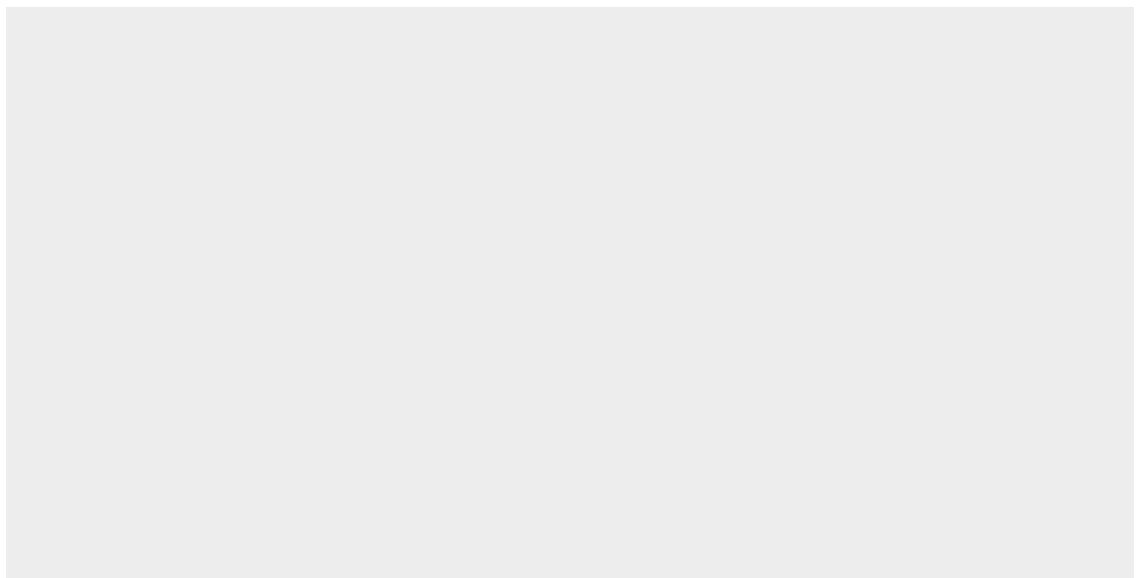
You will focus inward and continue to sharpen how you define yourself as a leader.

Use this page to take notes as you work through the lessons.

Courageous Conversations:



Structuring Communications:



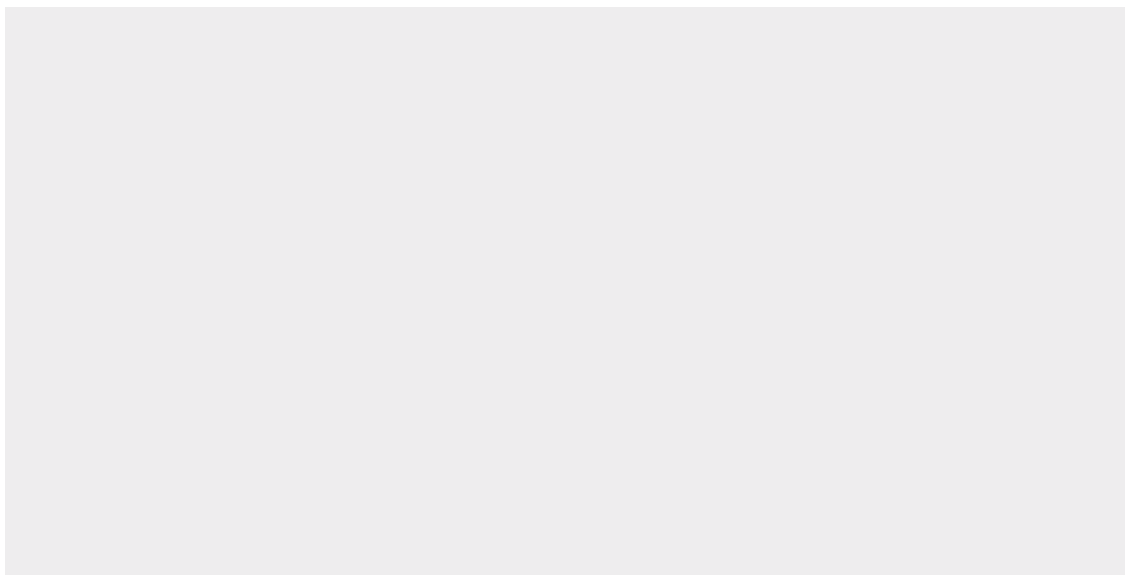
Self Leadership

Module Notes

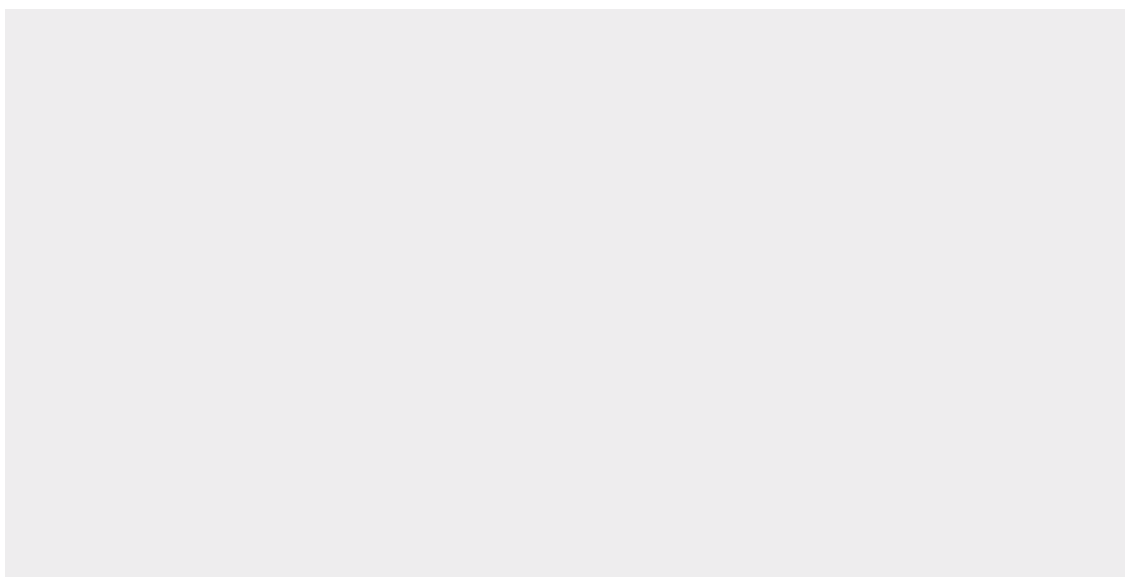
You will focus inward and continue to sharpen how you define yourself as a leader.

Use this page to take notes as you work through the lessons.

Engaging with Presence:



Unpacking Identity:



Self Leadership

Module Notes

You will focus inward and continue to sharpen how you define yourself as a leader.

Use this page to take notes as you work through the lessons.

Creating Belonging:

Navigating Tough Topics:

Closing Session



Notes

Use this page to take notes during the Closing Session webinar.

The Networking Group session that follows will build on key themes that emerge in this webinar.

We can lead others to change by using the Influence Model

Think of a change you want to drive; where will you start using this model?

People will say: *I see superiors, peers, and subordinates behaving in a new way*

Questions to consider to drive this change:

Am I demonstrating or modeling the change through my actions when leading out front and behind the scenes?

People will say: *I have the skills and competencies to behave in a new way*

Questions to consider to drive this change:

Is there a need/opportunity to bring in new talent and skills to support the change?
What new opportunities am I creating for growth?

People will say: *I know what is expected of me – I agree with it, and it is meaningful*

Questions to consider to drive this change:

Am I sharing the 'why' behind the change?
Does the 'why' emotionally and practically make sense? How can I find alignment?

People will say: *The structures, processes and systems reinforce the change in behavior I am being asked to make*

Questions to consider to drive this change:

Are roles, systems, and processes in place to support the change? (new technology, new meeting structure, etc.)
Am I recognizing, and or praising others to acknowledge their work or changed behaviors?



Role-modeling



Fostering understanding and conviction



Developing talent and skills



Reinforcing with formal mechanisms

Letter to Yourself



Plan to revisit your letter in 3 months (90-day check-in)

In your letter, share 3 things:

- 1. What are you proud of, right at this moment?
- 2. What kind of leader do you want to be?
- 3. What is one thing you're going to do to get there?

Date Written

Revisit Date

Bring what you learned from the Closing Session discussion to your Networking Group 4 breakout conversations

Room

Who did you meet today? Don't forget to exchange contact information and record here:

1

2

3



Networking tips



Connect the dots

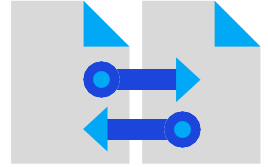
Make note of what people say, remember it, and make sure to reference past conversations in future conversations to create a sense of continuation; convos are not just one-and-done



Connect others

Expand view and make sure to pass connections along; your network isn't just the people who know you, but also the people who know people who know you

Revisit Your Self Leadership Journal



Revisit your goals and reflections from the start of this digital module journey.

What progress have you made? What roadblocks have you encountered? What help do you want to ask from others around you?

Share these reflections with your accountability partner if you have designated one.

- 1 What are 1-2 things you will do or ask of others to be able to show up more authentically as yourself?**

- 2 What skills will be most helpful in being an inclusive leader? What are 1-2 actions you will commit to taking in order to facilitate better communication of others?**

What's to come as a Leadership Essentials: NEXT Alumni

Congratulations on completing the Leadership Essentials Program!



**NEXT
Foundations**

**CEO Speaker
Series**

**McKinsey Insights and
Reports**

**Ongoing
Connectivity**

Reminder: Course Requirements



Program Completion badge

- Attend at least 3 out of 4 live webinars
- Complete each digital module with at least 75% progress by the module close date

