The Authentic Leadership Academy

The Authentic Leadership Academy (ALA) is a revolutionary leadership training program for executives and business leaders like you, looking for more effective ways to address the deepest challenges that affect your business, and your life. It consists of two, 6-month programs: the first focuses on how to improve results for yourself and your team, and the second focuses on how to develop leadership potential in others. Each program involves experiential learning, is highly time-efficient, and is designed to create rapid results in your business and life.

What is Authentic Leadership?

Throughout both programs, we address a key distinction between what we call Heroic Leadership and Authentic Leadership. Where Heroic Leadership is about powering forward and having all the right answers, Authentic Leadership is about being willing to ask the right questions. Some of the questions we help leaders explore in these programs include:

- How can I be less stressed and more productive?

- How can I hold people accountable in positive ways?

- How can I create greater alignment among my team?

- How can I resolve emotionally charged conflicts?

- How can I motivate myself and others in more effective ways?

- How can I support others to grow and develop?

If you've been asking yourself any of these questions, you know that they don't have straightforward answers. They often involve values that seem like they are in direct conflict with one another, and the closer you look at the day-to-day challenges that lead you to ask questions like these, the more they seem like they're connected to a much bigger problem. That's where we come in.

The Bigger the Problem, the Deeper the Solution Needs to Be

Traditionally, most leadership training has focused on two areas: thoughts and behaviors. It seeks to call out the best practices in terms of what good leaders do, and teach you better ways of thinking.

The problem is that most of the real problems you will face as a leader, either in yourself or in others, have deeper roots and can't just be solved at this level. Instead, effective leadership training requires learning
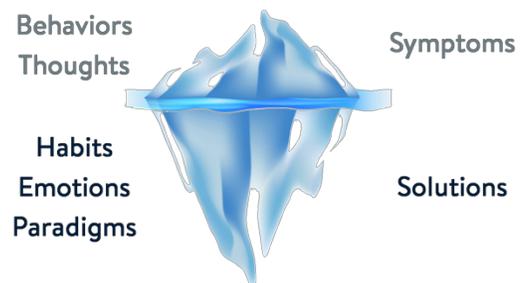
how to "look beneath the water line" and discover how to work with the deeper habits, emotions and paradigms that drive our thoughts and behaviors. This is what The Authentic Leadership Academy teaches you to do.

1. **Behaviors.** Most conversations about leadership start with the question of behaviors: What types of things do great leaders do? What skills do they practice? What results do they create? This level is where the rubber meets the road and where value gets measured.

2. **Thoughts.** The next level is that of understanding: What do you know about leadership? How much do you understand about others? What level of self-awareness have you developed? Wise actions require intelligent and informed thoughts.

3. **Habits.** A problem of just looking at the first two levels is that it creates the assumption that people "should" be able to change their thoughts and behaviors on their own. But as many a failed New Year's resolutions have shown, habits are often much stronger than will, particularly when people are under high levels of stress. If you want to create lasting change in yourself or others, you have to be able to build and modify habits.

4. **Emotions.** Then, a second problem is the assumption that people shouldn't have feelings at work. "Business should just be a rational game." But the reality is that most unresolved issues in a business tend to be emotional, not rational, in nature. And the more people care about their work, the more emotional they can become. Leaders need to have a high level of emotional intelligence, as well as the capacity to resolve emotionally charged conflicts.

5. **Paradigms.** A paradigm is a way of thinking about the world. It's like a pair of glasses that colors everything you see. The Heroic Leadership paradigm sees business as a battle between extremes: win or lose, us or them, increase profits or go down in a ball of flames. It fosters "All or Nothing" thinking. It assumes that will-power should be stronger than habits, and that showing emotions is a sign of weakness. This isn't wrong, but it is limited. The Authentic Leadership paradigm sees business as an opportunity to create value for all stakeholders, where the job of a leader is to manage competing values (i.e. growth and stability; results and relationships; profit and purpose; and credibility and vulnerability.) This paradigm fosters "Both/And" thinking, treats employees as people rather than resources, and allows leaders to look below the water line and address the deeper roots of the problems that show up as you grow any company.

Authentic Leadership and You

This program is designed to help you address the deeper issues that affect your success as a leader, creating positive shifts in the paradigms that operate as the foundation your leadership is built upon. From there we will help you address underlying emotions and build more effective habits, so the thoughts and behaviors of effective leadership can flow effortlessly from a place of grounded authenticity. This is what we really mean when we say "Authentic Leadership," and this program is designed to cultivate the Authentic Leader in you.

The Authentic Leadership ACADEMY

Program 1: Improving Results

Module 1: Managing Time and Reducing Stress

Leadership Questions

- How can I be less stressed and more productive?

- How can I get rid of the fears that have been holding me back?

The Problem

There aren't enough hours in the day for you to get everything done. You feel overwhelmed and stressed out about your work and your life. Your level of stress is such that it is taking a toll on your health, relationships and emotional state, and you don't know how to fix this.

The Solution

Traditional approaches try to teach you better behaviors for how to manage your time and your stress. But this is a hopeless task. Stress is an emotional issue, not a logical or behavioral one. And until you learn how to address the real roots of stress, you either have to sacrifice your goals or sacrifice your wellness.

In this module, you will learn what stress really is, how to release it, and how to upgrade your leadership so that you can get more done with less stress. This forms the basis of authentic time management, where you prioritize your days based on your values and agreements rather than your fears and expectations.

Paradigm Shifts

- Heroic Leadership vs. Authentic Leadership

- Fear-driven vs. Values-driven Time Management

- Fighting fear vs. Making friends with fear

Topics Covered

- The true nature of stress and how to release it

- Authentic time management

- How to build and change habits

- Creating your values hierarchy

Leadership Skills

- Making friends with your fears

- Time triage

Module 2: Creating Positive Accountability

Leadership Questions

- How can I hold people accountable in positive ways?

- How can I develop grounded trust in myself and my leadership?

The Problem

People regularly drop balls and miss deadlines, which makes it hard for you to delegate responsibility or trust that you can own responsibility for results. You also have doubts at times about whether you really know what you're doing, and whether you can really trust yourself and your leadership.

The Solution

In response, most leaders feel that they have two choices: either you push people harder or you write them off. But neither choice works. This is because most leaders practice management by expectations, where you are constantly trying to meet others' expectations and get people to meet yours. And trying to meet someone's expectations is an inherently de-motivating task. If you fail, you feel bad. If you succeed, you may not feel bad, but you don't feel good. "Wow, today I didn't dissapoint even a single person."

In this second module, you will learn how to shift from management by expectations to management by agreements. Because while people don't feel good about meeting expectations, they do feel good about delivering on an agreement that they've freely chosen and committed to. And the key to creating positive accountability is to create agreements with others as well as agreements about agreements (i.e. "what do we agree will happen if you don't follow through on your commitments?")

You will also increase your level of authentic self-trust by shifting from a paradigm of proving worth, where you're always trying to answer the question "Do I have enough worth?" to a paradigm of providing value, where you ask "What value can I provide and how do we measure it?"

Paradigm Shifts

- Management by Expectations vs. Management by Agreements

- Proving Worth vs. Providing Value

Topics Covered

- Positive discipline

- Agreement management

- Effective delegation and managing up

- Superpowers, blind spots and kryptonite

- The value conversation

Leadership Skills

- Shifting from expectations to agreements

- Handling broken agreements

Module 3: Communicating Effectively

Leadership Questions

- How can I create greater alignment among my team?

- How can I have critical conversations in more effective ways?

The Problem

There is poor communication happening in your organization. Regular miscommunications are causing mistakes. Poor alignment is causing people to pull in different directions. And critical conversations, such as addressing core performance issues, business risks, or interpersonal conflicts, are either being avoided or handled badly.

The Solution

Most people assume that communication is about speaking the right words and that it should happen naturally and easily. But communication is fundamentally an emotional process that's driven by listening more than speaking. It requires creating rapport, deep listening, addressing fears, verifying communication, and finding invitation.

In this module, rather than expecting that communication "should" already be happening, you will learn how to construct powerful habits of effective communication, where you are able to create strong alignment, reduce miscommunications, build a true team, and handle critical conversations in positive ways.

Paradigm Shifts

- Communication as Speaking vs. Communication as Listening

- Information first vs. Safety first

Topics Covered

- Levels of listening

- Verifying communication

- Finding invitation

- Critical conversations

Leadership Skills

- Deep listening

- Perception-checking

- Contrasting

Program 2: Developing Teams

Module 4: Resolving Conflicts

Leadership Questions

- How can I resolve emotionally-charged conflicts?

- How can I release negative emotions when they come up for me?

The Problem

You are experiencing emotionally charged conflicts, either at work or at home. Your organization does not deal well with conflict, where people either go to Silence (holding their emotions in and then stabbing people in the back) or Violence (getting angry and stabbing people in the front). You find it difficult to work with your own negative emotions when they are present for you.

The Solution

Traditional approaches assume that people shouldn't get emotional. That they should only bring their minds and bodies to work, and leave their hearts and feelings at home. But the more people care about something, the more prone they are to experiencing emotional conflicts. So if you want people to care about their work, you have to learn how to resolve emotional conflicts.

While this may sound obvious, emotional conflicts can not be dealt with at the level of thoughts and behaviors. They require developing new skills at the level of habits, emotions and paradigms. In this module, you will learn how to release your negative emotions, how to help people take ownership of their emotions, and how to resolve emotional conflicts in constructive ways.

Paradigm Shifts

- Victim vs. Owner

- Intention vs. Ability

Topics Covered

- Taking emotional responsibility

- Stored stress

- Identifying victim stories

- Resolving emotional conflicts

Leadership Skills

- Owning negative projections

- Venting and sorting

Module 5: Increasing Motivation

Leadership Questions

- How can I motivate myself in more effective ways?

- How can I motivate others in more effective ways?

The Problem

You don't trust your energy levels and your ability to motivate yourself and others to get enough done each day. You may be dealing with patterns of overstress, procrastination or exhaustion. You've been pushing too hard and are worried about the risk of burning out.

The Solution

At the behavior level, what matters is the quantity of activity you can produce on a regular basis. And if you are managing rats in a maze, or automatons on a factory line, this can be effective. But in today's economy, activity is much less important than creativity and productivity. Stress is the primary source of motivation that most people use today, and while moderate levels of stress can be helpful, after a point, stress makes you stupid. Biologically, it's a fear response which pulls the blood from your brain and sends it to your muscles. Studies show that even moderately high levels of stress decrease IQ by 12-14 points, and that overstress is a primary cause of unethical behaviors.

In this module you will learn how to shift from focusing just on the *quantity* of motivation to focusing on the *quality* of motivation you are creating for yourself and others. You will learn how to harness the power of purpose. You will discover the real roots of procrastination and how to release them. And you will learn what the 8 human needs are and how to use them to create positive, sustainable motivation.

Paradigm Shifts

- Extrinsic vs. Intrinsic Motivation

- Negative vs. Positive Fuel

Topics Covered

- The 5 sources of motivation

- The 8 human needs

- The real roots of procrastination

- How to harness the power of purpose

- How to upgrade your fuel source

Leadership Skills

- Owning your stress addiction

- Upgrade your fuel source

Module 6: Cultivating Leaders

Leadership Questions

- How can I support others to grow and develop?

- How can I support others to proactively take greater responsibilty for results?

The Problem

Your people are waiting to be told what to do, instead of proactively finding opportunities to create value and taking responsibilty for those opportunities. Plus, your organization needs to grow. And in order to grow, your people have to change. But they resist doing so, both in terms of their individual growth and in terms of embracing change initiatives.

The Solution

Traditional approaches treat the topics of change and owning responsibility as mental and behavioral issues. Yet they are two of the most deeply rooted, emotionally-laden questions in all of leadership. At a core level, people are programmed to fear change. It doesn't matter whether the change is good or bad – either type of change creates resistance and fear.

With responsibility, most people oscillate between being under-responsible and passing the buck, or being over-responsible and fearing failure. In both cases, the solution starts with learning how to work with people's fears in more productive ways.

In this module, you will learn how to identify and address other people's fears. You will develop the ability to help people commit to the changes they want to make – a process we call Enrollment. And you will learn how to support people to more proactively take responsibility for results.

Leadership is ultimately about owning responsibility and creating change. Anyone can be a leader, at any level of the organization. And in this module, you will learn how to help others shift from acting like employees who need to be told what to do, to acting like leaders who take responsibility for creating value.

Paradigm Shifts

- Employee vs. Entrepreneur

- Selling change vs. Enrolling people in change

Topics Covered

- How to identify and address other people's fears

- How to cleanly take responsibility

- How to enroll people in change

Leadership Skills

- Cleanly taking responsibility

- Enrolling people in change

Integration Coaching Track

We offer an advanced Integration Coaching Track where leaders can choose to work one-on-one with one of our senior coaches throughout the program. Our executive-level Integration Coaches will help you create accelerated results by providing personalized guidance and support on how to apply the course content to your life, and your business.

Class Structure

The Authentic Leadership Academy creates sustained growth in a highly efficient structure, so that you can transform your leadership while honoring your other responsibilities and commitments. Classes are taught live, using a highly interactive, video-conferencing platform, so you can fully participate in all exercises from the convenience of your home or office.

Classes are taught on 3 Mondays a month, from 11am – 1pm Pacific, with an optional, extra 30 minutes at the end of each class to address any additional questions you might have. In addition, you will be organized into small group cohorts which will be meeting for group coaching once per month. All calls are recorded and you will have permanent access to the recordings and class materials.

The program includes two 2-day retreats offered back to back: the Authentic Leadership Experience and the Authentic Leadership Intensive. These transformational trainings can be attended either live in Los Angeles or virtually from the comfort of your own home.

Total class time, including peer coaching calls and virtual retreats, is approximately 4 hours per week. We recommend you set aside some additional time for the recommended readings, and to practice the skills you are learning in the context of your business and your life. Everything in the program is designed to provide immediate, practical value, while also creating sustained transformation over time.

Experiential Learning

Developing your authentic leadership is a whole-person process. With each of the modules, you will be creating lasting shifts in your authentic leadership through a proven process of experiential learning. This process involves the following steps.

- o Developing a mental understanding of the shift you want to make
- o Assessing where you're currently at in regards to that area
- o Learning a proven pathway for creating growth and change in that area
- o Learning the 2-3 core skills for creating this change
- o Practicing these skills with peers in the course
- o Tracking your use of these new skills to support you in turning them into habits
- o Assessing the changes you notice in your leadership skills and competency

This is Your Time

The Authentic Leadership Academy is a revolutionary training designed to help you get to the root of the deepest challenges that affect your life and work. It will give you the guidance and support you need to embrace radical change, all within a highly efficient structure that fits into your busy life. You'll become more effective in how you manage others, and how you manage yourself, so you can get your life back under control and show up as a better leader, spouse, parent, and human being.

We look forward to seeing you there.