The Authentic Leadership Academy

The Authentic Leadership Academy (ALA) is a revolutionary leadership training program for executives and business leaders 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 and develop your own leadership, and the second focuses on how to build teams and 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 resolve emotionally charged conflicts?
- How can I create greater alignment among my team?
- How can I be a more powerful negotiator?
- 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.

Leadership is Not Something You Have, It's Something You Develop

Leaders are in the business of creating the future. Your job as a leader is to declare the results you are going to create and then take responsibility for doing so - not just by yourself or through your own efforts, but by marshalling, inspiring and coordinating the people around you. And the *way* you do that, the way you lead others in the face of all the changes that the world has been going through, has been rapidly evolving.

A quiet revolution has been happening in boardrooms across the world. In company after company, there has been a growing realization that the old paradigm of leadership isn't working, and that a new model is needed. It is an evolution from Heroic to Authentic Leadership, and it is not just a term or an idea; it's a transformational shift.

Heroic Leaders are hierarchical and directive. They need to prove that they're always "the smartest guys in the room." This style of leadership is all about them and their ability to have the right answers. They see

business as a battle and they measure success in terms of beating their numbers and conquering the competition.

Authentic Leaders understand that in today's world, the important problems require collaboration and creativity rather than just command and control. They serve their values more than their egos. They focus on their customers more than their competitors. They see their job as bringing attention to the important questions rather than just having the right answers. And, as a result, they tend to be extraordinarily effective.

It's common to think of leadership as something you have – as a position you hold – or as something you do. But leadership isn't determined by your authority. It's determined by your capacity to take responsibility for creating results. As such, it's something you *develop* rather than something you *do*. And it's something that can be practiced by any person, in any position, at any time.

Many people already understand the importance of growing their leadership and becoming better at managing people, yet struggle to make it a priority. Why is this? If we know that leadership is of such paramount importance, why do most leaders invest so little time in developing it?

Because they're overwhelmed.

It's one thing to understand that growing your leadership is important; it's another thing to carve out the time and energy to actually do so. This is the core challenge of leadership. And it's what we're here to help you address.

Discover a More Powerful Approach to Business

Capitalism is one of the greatest forces for good the world has ever seen. Yet many people are losing trust in the system, feeling like they have to sacrifice their values, purpose or integrity if they want to get ahead. For example, while millenials have often been labeled as "lazy" or "entitled," the problem for many is that they're not willing to accept the old rules of business, where you had to sacrifice your identity and sense of purpose in order to fit in. They know there has to be a better way.

There is. But rather than wait for the system to change, it's time to change the system – one leader at a time. Because true leadership – Authentic Leadership – doesn't depend on your title. It's something you can practice from any position, at any time. It's a more powerful way of doing business, which also lets you bring your whole self to work. It integrates your heart and your head. It lets you be both credible and vulnerable. It integrates profits with purpose, results with relationships and growth with sustainability.

This program teaches you the skills, distinctions and tools to be able to practice business in this new and more powerful way. In doing so, it helps you also address the deeper issues that affect your success as a leader, such as your emotional intelligence, your ability to hold your center in the midst of conflict, and your capacity for creating change and developing other leaders. It helps you get the most out of yourself and others, in positive and powerful ways.

In our experience, as leaders make this transition and begin to master their Authentic Leadership, they start to run circles around the competition. It's like they're not even playing the same game. As they do so, their business results improve, their stress levels drop, their power and confidence increase, their excitement grows, and they experience more joy with their work, their families, and their lives.

Program 1: Improving Results

Module 1: Fear, Stress and Decision Making

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?

- How can I make wise decisions even when I don't have all the answers?

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

- Whole Person Decision Making

Module 2: Creating Alignment and Resolving Conflicts

Leadership Questions

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

- How can I create greater alignment among my team?

- How can I negotiate positive outcomes in more powerful 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. Emotionally charged conflicts are showing up, and you find it difficult to work with your own negative emotions, or others' when they are present. 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. Traditional approaches assume that people shouldn't get emotional. 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, and create greater alignment in your team, you have to learn how to resolve emotional conflicts.

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, handle critical conversations in positive ways, help people take ownership of their emotions, and build a true team.

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
- Contrasting
- Releasing a Relationship Cycle

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Program 2: Developing Teams

Module 3: Creating Positive Accountability and Engagement

Leadership Questions

- How can I hold people accountable in positive ways?

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

- How can I better motivate myself and others?

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.

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

Leadership Skills

- Shifting From Expectations to Agreements
- Handling Broken Agreements

Module 4: Creating Change and Cultivating Leaders

Leadership Questions

- How can I help others embrace the changes they need to make?

- 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

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ACADEMY

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 Thursdays a month, from 11am – 1:00pm Pacific. All calls are recorded and you will have permanent access to the recordings and class materials.

The program includes two weekend retreats: the Authentic Leadership Intensive. The first of these transformational trainings will likely be entirely virtual and then the second training can be attended either live in Los Angeles or virtually from the comfort of your own home.

Total class time, including assignments, reading and virtual retreats, is approximately 4 hours per week. We recommend you set aside some additional time 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 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.