

Need Leaders?

Grow them at home – to your own specifications – with the



SUNY College Leaders Program

The sustainable solution for college organization development and succession planning



Because leadership development *is* organization development!

"The key to future competitive advantage will be the organization's capacity to create the social architecture capable of generating intellectual capital. And leadership is the key to realizing the full potential of intellectual capital."

- Warren Bennis, Distinguished Professor of Business Administration and Founding Chairman of The Leadership Institute at the University of Southern California



SUNYLI's consultants don't just advise – they also *listen*. And what they have heard, time and again, from college presidents and human resources officers is their urgent need for professionals at all levels of the organization who thrive in today's team-driven managerial environments; who see challenges as opportunities; who possess the agility and creativity to respond to changing priorities and get the most out of limited resources; and who, above all, see the big picture – understanding and operating within the greater context of the institution's culture, values and priorities.

The kind of leaders that SUNY College Leaders builds.



SUNY College Leaders helps you...

- Define your program's objectives in step with your strategic plan and top priorities
- Schedule your program to work in harmony with existing commitments
- Design your program's content by drawing on powerful tools including a 360-degree confidential self-assessment, development projects, mentorships, and an array of targeted skill enhancement workshops
- Identify, recruit and organize your program's participants
- Control your costs
- Evaluate your outcomes
- And celebrate – and sustain – your program's success



Here's how it works...



SUNY College Leaders is a 3-step process:

- Step 1:** Assess your team's leadership potential
- Step 2:** Challenge your developing leaders while advancing your strategic plan
- Step 3:** Grow your organization's problem-solving skills



Let's walk through the process the same way your program participants will: one step at a time.



Step 1: Assess your team's leadership potential



First, you'll designate a local coordinator for your program and together you will identify members of your management team who will make the most of SUNY College Leadership's growth opportunities and invite them to participate.

Their adventure will begin with the **SUNY360 Leadership Skills Inventory**, a self-administered assessment tool that will help them discover their greatest leadership aptitudes and how to build on them. In addition, each participant will garner input from a supervisor or mentor, or from a group of observers they invite. Administered through a secure web site, the SUNY360 safeguards the anonymity of the responses from everyone involved in the interest of promoting frank feedback. Results are made known only to the participant.

SUNYLI offers a **Pre-inventory Orientation Program** and a **Post-inventory Workshop** to help participants interpret their results and use them in planning their next development steps.

Another added feature is the **SUNY360 College Report** which provides the college with aggregated results from all of its participants' SUNY360s while maintaining their anonymity. The college report has been cited by participating colleges as a welcome source of hard-to-come-by planning data.

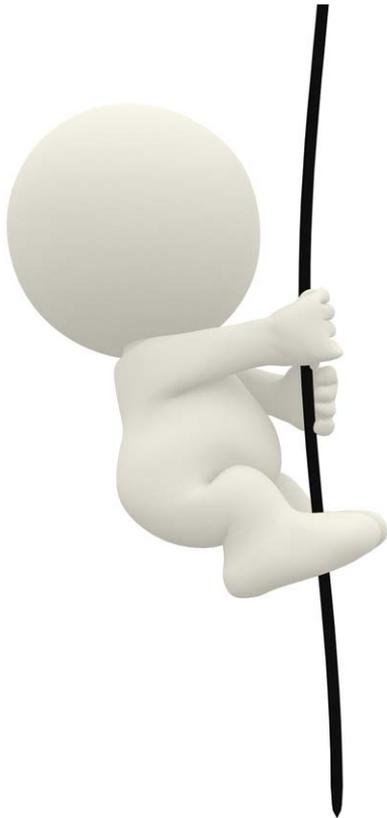


Step 2: Challenge your developing leaders while advancing your strategic plan

A SUNYLI consultant will guide your local facilitator in matching program participants with senior colleagues who will act as their mentors as they create and pursue development projects relevant to your strategic plan.

The participants will attend two workshops: a **Skill Development Workshop** that will help them shape their projects through exercises and interaction with their co-participants; and a **Mentoring Relationship Workshop** to help the participants and their mentors get off on the right foot.

All workshops include detailed facilitator guides, integrated handouts and PowerPoint presentations, pre-constructed email messages to participants, and a one-hour telephone coaching session with a SUNYLI consultant. Additional coaching is also available and, alternatively, the college may choose to engage a SUNYLI presenter to conduct workshops at the campus or at SUNYLI headquarters in Syracuse.



Step 3: Grow your organization's problem-solving skills



Four targeted workshops include detailed facilitator guides, handouts and PowerPoint presentations, pre-constructed email messages to participants, and a one-hour telephone coaching session with a SUNYLI consultant.

Dealing with Change builds on personal experience. Participants develop deeper understandings about why change often fails. Using workplace scenarios, participants construct a template for best practices. Time is allotted to applying action planning tools to current workplace changes chosen by participants.

Team Building develops guidelines for effective team building, team structure, team process, and team evaluation. Special attention is given to handling difficult team situations. Individuals assess their own communication styles and the ways in which all styles affect team performance. The group identifies ways to utilize these new tools on the job.

Managing Conflict explores the nature and cost of conflict, feelings associated with conflict, and behaviors that resolve conflict. Individuals assess their personal conflict triggers and their own styles in approaching conflict. Conflict resolution tools are applied to workplace scenarios through multiple role plays and observation activities.

Exploring Diversity and Inclusion illuminates personal and shared meanings of diversity competencies and discusses implications for competence in the workplace. Extended role play, dialog, and case studies are provided to explore and use specific competencies relating to gender diversity, racial diversity, generational diversity, and class/socioeconomic diversity.



Beyond the Basics: On-Demand Workshops



In addition to the workshops that are integral to SUNY College Leaders, SUNYLI also offers on-demand workshops that you can use to address your key concerns. Think of them as program “electives.” All involve extensive interaction, build on participant experience, and recognize multiple learning styles. SUNYLI consultants deliver your selected workshops onsite at your campus or system.

Engaging Self-Awareness utilizes historic artifacts and contemporary graphic images to provide an experiential learning process that heightens awareness of one’s own leadership style.

Strategic Planning focuses on how to engage stakeholders in a participatory process. Included are exercises for collecting and analyzing data, facilitating the group process, and articulating goals, strategies and action plans.

Executive Leadership examines strategies for creating a shared vision of the future and a process for moving toward that future. It provides a tool-kit and practice exercises in conducting difficult conversations and elevating creativity.

Leading Innovation guides participants in how to engage others in constructing meaning around a new idea and includes a set of strategies for shaping a culture of innovation and service.

Campus Leadership engages participants in understanding power, influence, and motivation in interpersonal relationships, networks, and teams. The participants practice a variety of communication strategies.

Chair Development assists faculty in addressing the challenges of leading their departments. Participants examine the role and responsibilities of the department chair through real-life case situations.





Take the Lead!

Contact SUNYLI

Now that you've had a look at the features that make SUNY College Leaders a revolutionary solution for collegiate leadership development, you need to know that making it a reality for your college requires just one simple-but-visionary act of leadership: getting in touch with the SUNY Leadership Institute.

You can count on a warm welcome, an attentive ear, and expert advice to guide you in shaping a program that is fully and uniquely customized to your needs, goals and resources. And you can rely on the same conscientious support at every step as you implement your program and make your vision a reality.

You will never be alone.

Contact SUNYLI director Lee Riddell to arrange a personal consultation, free of cost or obligation. Phone 315-214-2428. Or email Lee.Riddell@suny.edu.



Lee Riddell





SUNYLI Consultants

SUNYLI consultants are available to deliver workshops onsite at your college or at SUNYLI headquarters in Syracuse

Lee Riddell, director of the SUNY Leadership Institute, focuses on leadership training, sustainability development, strategic planning and program design. She has earned certificates in 360 degree feedback assessment, the Myers Briggs Indicator, Strengths Quest in Higher Education, and Sustainability Leadership. Lee is an in-demand solo presenter and organizer of panel presentations on leadership development, sustainability leadership, women's leadership issues, mentoring and other topics.

MaryAnn Stark, organizational development strategist for the SUNY Leadership Institute, is the creator and facilitator of training programs in leadership development, strategic planning, teambuilding, and organizational change. She brings to her role more than 25 years of professional experience in higher education, business operations, and nonprofit management, including service as president & CEO of a national human services agency that was the recipient of national awards for excellence. In addition to working with SUNYLI client colleges, MaryAnn is the co-organizer of SUNYLI's own popular annual Leadership Tools for Women conference.

Clint Sidle directs the prestigious Roy H. Park Leadership Fellows Program in the Johnson Graduate School of Management at Cornell University, and is a leading consultant in leadership development, managing strategic change, and executive coaching. He has worked with Fortune 500 companies, state and local educational systems, and some of the nation's premier universities and non-profit organizations. His leadership programs at Cornell and elsewhere have earned broad recognition for developing leaders who succeed while also making a positive contribution to the world.

Chet Warzynski is executive director of the Office of Organizational Development at the Georgia Institute of Technology. His department provides professional development and consulting services in leadership development, strategic planning, organization design and process improvement. He has published articles in professional and academic journals and book chapters on leadership, strategic planning, business process reengineering, project management, and human resource development.

Carol Runge enriches her consulting work for SUNYLI client colleges with the expertise she has gained from her leadership in both corporate administration and public four-year and two-year educational institutions, where she has focused on strategic planning, performance management, and financial and institutional effectiveness metrics. Carol also brings a strong customer perspective to her role, having co-facilitated the design and implementation of a SUNY College Leadership program at Cayuga Community College. Carol will complete her doctoral research in community college policy and administration in 2013.



Leading Questions

How does SUNY College Leaders develop and strengthen the organization?

By creating a sustainable culture of mentoring, learning and reflection incorporating both individual and group collaboration and communication — good for succession planning and cross-training.

By developing skills for managing conflict, change and teamwork across the organization.

By structuring the cohort itself as an action learning team whose learning plans are integrated with the strategic mission of the college.

What does SUNY College Leaders accomplish?

Makes learning an ongoing process, not a one-time event

Provides critical ongoing learning support tools

Engages participants in active direction of their own learning

Increases self awareness of styles, values and attitudes

Applies learning to the participant's own workplace

Builds habits of critical reflection and feedback

Fulfills both the participants' and the college's goals





Leading Questions

How is SUNY College Leaders delivered? It's your choice!

You **facilitate** - coaching and materials included

SUNYLI consultant visits your campus

You **send your team** to SUNYLI headquarters

**How can you learn more about the
SUNY College Leaders program?**

Visit www.SUNYLI.suny.edu

Email SUNYLI@suny.edu

Call SUNYLI at 315-214-2428

