

'Art of Leadership'



Leadership Training

The Art of Leadership is Analyzing the four Linked-Domains Rekindling the Spirit of Enthusiasm in your Personal and Professional life!

me-we-Us-THEM™
EPLS Linked-Domain Model™

Course Purpose: *Teaching Leaders to Reflect on Themselves*

- Analyze their Attitudes and clarify their Values
- Rekindle the Spirit of Enthusiasm
- Evaluate how Trust affects Leadership
- Know and practice the Psychology of Leadership
- Analyze and Apply Influence, Expectations and Communication
- Understand how to deal with different people

Additionally, leaders will learn the four linked-domains:
E P L S: Ethos, Pathos, Logos, and Sophos

Course Design: Three and a half-day participative seminar, adult learning format

Course Focus: *Remind Leaders to use what they already know
to go beyond what they currently think and do!*

Every Person Leads Someone – **E P L S**

- Character, Self-Leadership
- Connection to others, Influence
- Leadership Core Competencies
- Change, Growth, Self- Analysis and improvement

Course Takeaways: Self- Awareness, Values Clarification

- Understanding and application of Motivational Theories
- Connecting Intentions to Actions
- Choosing Discipline over Regret
- FDCT Behavioral Assessment
- Action steps to get off the Merry-go-round
- The Art of Leadership **E P L S** model

The Art of Leadership (AOL)

The **Art of Leadership** (AOL) is a *values-based*, engaging, fast moving interactive learning experience designed to be a three and a half-day sabbatical from routine. The AOL is programmed with ample time for reflection and analysis to facilitate uncovering answers to the most elusive leadership questions. Many AOL participants have asked, “Why are some leaders more successful than others?” or “Why are some leaders crushed by failure and others use it as the process of success?”, “Why it is some leaders always seem to find personal success, happiness, and fulfillment in their lives and others don't?”, “What kind of leaders are the most productive in the world and how can I be one of them?”, “What are the key components of organizational success recognized and practiced by great leaders?” The purpose of the AOL is to examine these and many other questions, by bringing together the best and most current knowledge available in the field of personal excellence, leadership, and organizational development. The AOL will provide you with the tools for understanding success, show you how to apply them, and ultimately it will help you unlock your tremendous potential (the potential that many of us don't realize) to create a life of *Arete*. The Greek word Arete translates as: virtue, that which is good, the highest human potential, and personal excellence.

Over the last five decades hundreds of thousands of people have learned to apply this information. They are using the tools, models, and principles contained in the AOL to dramatically improve their lives and organizations. Many have gone on to accomplish goals they had previously thought were unreachable, to move past their past, to increase their margin, to serve in new ways, to create new and lasting relationships or to mend old ones, to affect good positive and lasting change in their lives and organizations. The AOL is about *Crossing the Rubicon*. It is holding ourselves accountable for the *Four Platonic Virtues*: Prudence (practical wisdom), Justice (fairness toward others), Courage (endurance in confronting fears), and Temperance (self-control/discipline).

The material contained in the AOL is based on 50 years of exhaustive research in the field of developing human potential. The Woods Consulting Firm has found that all successful men and women utilize four domains to unlock their potential and the potential within their organizations. From success on the athletic field to success in the organizational world, these four domains are the same; **E P L S: Ethos, Pathos, Logos, and Sophos**. The epistemological roots of this model date back to the Greek philosopher Aristotle 384-322 BC who learned it from Plato 427 – 347 BC and taught it to Alexander the Great 356–323 BC.

The **E P L S** ‘Linked–Domain Leadership Model’ guides leaders on their journey from self-leadership (the most difficult) to leadership of others; this is the journey from success to significance. The AOL teaches eight primary skill sets within the four linked domains:

1. The first domain is **Ethos (me)** your Character– understanding and applying attitude, values and integrity while demonstrating to people the four components of trust!

This is personal success found in the Intrapersonal domain.

2. The second domain is **Pathos (we)** your Connections – understanding and applying influence, communicating expectations and understanding relationship strategies. When leaders connect in relationship with others, they discover who they really are.

This is people success found in the Interpersonal domain.

3. The third domain is **Logos (Us)** your Competence– This is the leader’s responsibility to know what to do and gather the skills and ability to do it! The leader must know the required core competencies for producing organizational results.

This is professional success found in the KSA Impact domain.

4. The fourth domain is **Sophos (THEM)** your Commitment to Change and Growth– This higher order thinking domain requires: analyzing, evaluating, and creating change. This iterative domain promotes personal and organizational growth and improvement. It is having the discipline and courage to do what doesn't come easy! It is moving your comfort zone, raising your expectations, and facing the fear of failure to lead through change.

This is progressive success found in the Iterative Learning domain.

8 Key Beliefs of the AOL (why most leaders need this program):

1. Many leaders' tool kits are empty or have only the most basic tools, such as a very large hammer.
2. Many leaders make it to management and/or leadership positions based on their technical expertise -not their leadership skills or even people skills.
3. Many leaders rule by fear – because it is fast, easy, and seems to work!
4. Many leaders gain their status through two things, both of which have now all but disappeared,
 - Control of people
 - Control of information
5. Most leaders want to succeed if they only knew what worked.
6. Most leaders want to grow the organization and their people.
7. Most people want to do a great job – nobody wants to be a failure!
8. Most people will rise to the levels expected out of them, and then do a little more!

8 Principles and 4 Disciplines of the AOL (the why this works)

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| 1. The principle of Example in Attitude | -Discipline of Ethos -Self-Leadership |
| 2. The principle of Trust | -Discipline of Ethos -Self-Leadership |
| 3. The principle of Influence | -Discipline of Pathos -Strong Relationships |
| 4. The principle of Expectation | -Discipline of Pathos -Strong Relationships |
| 5. The principle of Communication | -Discipline of Pathos -Strong Relationships |
| 6. The principle of Priorities | -Discipline of Pathos -Strong Relationships |
| 7. The principle of Competence | -Discipline of Logos -Competence, Mastering your KSA's |
| 8. The principle of Sacrifice and Growth | -Discipline of Sophos -Learning and growing from failure |

8 Tools of the AOL (the how to's):

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| 1. Lead by example in Attitude, Values and Actions | -The me-we-Us-THEM model |
| 2. Maintain your Integrity, be Trustworthy | -Leadership Intelligence |
| 3. Demonstrate purposeful Influence | -Emotional Intelligence |
| 4. Set High and Realistic Expectations | -Understanding and Applying Motivational Theories |
| 5. Communicate Often and Well | -Active Listening and Speaking Skills |

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| 6. Know and Take Care of your Team | -Creating Relationship Strategies |
| 7. Master your KSA's (Knowledge, Skills, and Abilities) | |
| know your Core Competencies | -Improve your Capacity to Lead |
| 8. Put your Duty before yourself | -Putting Important before Urgent |

8 Key Outcomes and Skills of the AOL (the deliverables):

The Warrior Ethos: Leader's practice 'The Four Disciplines' every day!

Leaders understand and can apply the four Linked-Domains of leadership:

Ethos: Intrapersonal, **Pathos:** Interpersonal, **Logos:** Impact of Core Competencies –KSA's, and **Sophos:** Iterative Learning

Discipline #1 Ethos- Lead you before you lead me

1. Leaders evaluate their Attitude, Values and Character creating the environment for trust and loyalty
2. Leaders know the two kinds of pain: discipline and regret. They expect and model discipline

Discipline #2 Pathos- Value people every moment

3. Leaders influence others by understanding, results verses activity, and actions verses intentions
4. Leaders set and communicate High and Realistic Expectations for themselves and the team
5. Leaders communicate well as connected members of a team, a "we" verses "me" approach
6. Leaders understand their priority is to both know their team members and accomplish the mission

Discipline #3 Logos- Learn something new every day

7. Leaders leverage their Core Competencies to create positive Impact on their teams and organizations

Discipline #4 Sophos- Intentionally plan to grow every day (MPES)

8. Leaders are committed to creating change and personal growth in themselves and others

The Art of Leadership (AOL)

Agenda

Day 1

08:00 a.m.-11:15 a.m.

The Essence of Leadership

Leadership Ontology and Epistemology

How do we know Leadership when we see it?

The missing piece of the Leadership puzzle
The Linked-Domain Leadership model
Learning at the Rate of Change
Perceptions and Patterns, Mental Models
Getting Past your Past, Leading Yourself
Margin -Minding your Business while Serving Others
Lunch

11:15 a.m.-12:15 p.m.

12:15 p.m. - 4:30 p.m.

The Leadership Lexicon
Characteristics of Successful Leaders
Modern Lessons from History
The Water of Ayole -Personal Responsibility
Tool #1 Lead by example – Ethos
Discipline #1 Ethos- Lead yourself before you lead others
Case Studies: Stardust and Remember the Titans
The Duck Pond Principle
The Losada Ratio
The Attitude Cycle

Day 2

08:00 a.m.-11:15 a.m.

The Victim Spiral and the Blame game
There is Always One More Thing You Can Do!
Going Beyond Thinking and Feeling into Action
Values and Roles Clarification

11:15 a.m.-12:15 p.m.

Lunch

12:15 p.m. - 4:30 p.m.

The T-Shirt exercise

12:15 p.m. - 4:30 p.m.

Tool #2 Demonstrate your Integrity - Ethos
The Four Questions, The Four Disciplines
The Principle of Trust
The Psychology of Leadership
Why we are the way we are, and why we do what we do!
The Power of the Mind – The Halo Effect

The Comfort Zone, The Law of Expectation
The Fear of Failure -The world's greatest fear

Day 3

08:00 a.m.-11:15 a.m.

Red Pill Debrief

Take Charge

Tool #3 Demonstrate Purposeful Influence - Pathos

Discipline #2 Pathos- Value people every moment

Intentions vs. Actions, Excellence vs. Mediocrity

11:15 a.m.-12:15 p.m.

Lunch

Tool #6 Know and Take Care of Your Team - Pathos

The Four Behavioral Styles: Feeler, Doer, Creator, Thinker

Intentionally Speaking Four Languages

12:15 p.m. - 4:30 p.m.

Tool #4 Set High and Realistic Expectations - Pathos

Motivational Theories

Increasing Capacity and Reducing Suffering

Frustration vs. Productivity

Tool #5 Communicate Your Expectations Well - Pathos

The Monday Notes

Day 4

08:00 a.m.-11:00 a.m.

Tool #7 Master your KSA's – Logos

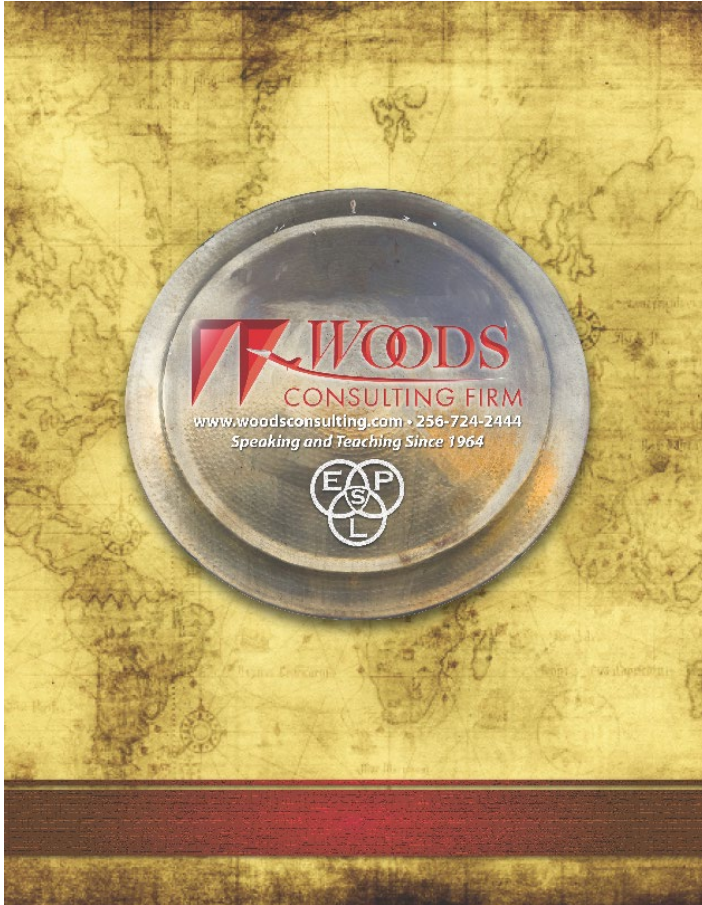
Discipline #3 Logos- Learn something new every day

Tool # 8 Integrate Your Duty and Self – Sophos

Discipline #4 Sophos- Intentionally plan to grow every day MPES

The Merry-go-Round of Change

Personal Action Plan



Action is eloquence. ~William Shakespeare