



The Centre of Excellence for Applied Research and Training and the Academy for Leadership and Development would like to extend an invitation to your organisation to participate in the Academy East to be held in Al Ain. Week 1 is scheduled to take place 17th – 21st November 2005 and week 2 a year later. A second Academy will also start the first week of training 26th – 30th November with week 2 approx 1 year later.

In response to the need for leadership development and succession planning, we would like you to consider nominating leaders from your organisation to participate in this regional programme. You will not want to miss this opportunity to send some of your leaders.

The Centre of Excellence for Applied Research and Training strongly endorses this leadership development programme and is working with colleges throughout the Emirates as well as other parts of the Middle East, Africa and the Indian sub-continent, to identify leaders to participate. The Academy for Leadership and Development has worked with over 4,000 college leaders worldwide over the past ten years. This programme will help you to address the issue of leaders who are retiring from your school & colleges and allow you to develop succession plans and “grow” your future leaders.

The registration fee for this year-long leadership training programme is \$2250(US) 8,250.50 (Dh) for both weeks of training. This fee includes ten days of residential leadership training, components associated with an extensive year long practicum, coaching/mentoring component, online support services. Meals associated with training, daily refreshment breaks and lodging & additional food costs are separate from the programme registration fee, however these can be arranged on your behalf in order to ensure that all participants are fully catered for. (Accommodation can be arranged for participants, with payment being direct to the hotel by the participant).

For Al Ain Academies additional costs would be in the region of:

November 2005

Daily rate refreshments: 50 x 5 = 250 Dh

Gala Dinner: 100 Dh

Hotel (incl breakfasts) = 1,750 Dh

November 2006 (subject to change)

Daily rate refreshments: 50 x 5 = 250 Dh

Gala Dinner: 100 Dh

Hotel (incl breakfasts) = 1,750 Dh

You may also wish to visit the Academy webpage at [www.mc.maricopa.edu/other/chair/academy/academy east1/classindex.html](http://www.mc.maricopa.edu/other/chair/academy/academy%20east1/classindex.html) for further information on the course, as well as refer to the rest of this document which details the aims and objectives of the different modules in the training programme.

Enrollment in this year-long leadership programme is limited to 54 participants, so we would encourage registration quickly to reserve your space in the programme. A confirmation packet will be sent directly to your organizational leaders who you have nominated to attend.

The Centre of Excellence for Applied Research and Training and the Academy for Leadership and Development are looking forward to working with your organizational leaders. If you have any questions or would like additional information or registration details, please do not hesitate to contact me:

Steve Allison, CERT (HCT), 050 6674564, sallison@hct.ac.ae

Yours sincerely,

Steve Allison

Higher College of Technology Website: <http://www.hct.ac.ae/>
Chancellor's Welcome http://www.hct.ac.ae/about/chancellors_welcome.html
CERT Website: <http://cert.hct.ac.ae/>



Academy East 1

Al Ain, UAE

Week 1: 26-30 Nov 2005. Week 2: November 2006

Hosted by:

The Centre of Excellence for Applied Research and Training

In partnership with The Academy for Leadership and Development – Mesa, Arizona, USA

The Art of Mastery

Researchers have spent years investigating the demands, multiple roles, and critical nature of organizational leaders in post secondary institutions. The result of the research indicates agreement that leadership in educational institutions is complex and multidimensional. Given the research trends over the past thirty years and the current range of issues facing education in the first decade of the 21st century it appears logical to predict an increase in role demands and complexity for the educational leader.

How do we prepare leaders who understand themselves, know how to build relationships, have the skills to develop and work with teams, think and plan critically and strategically, and connect their communities? This kind of systemic change in leadership training and development needs a strong programme. Participants require an intellectual base on which to build their leadership responsibilities.

Leadership training must be carefully designed to broaden the participant's knowledge of leadership theories and principles, as well as develop supervisory and managerial skills. Training must help participants apply leadership concepts, practices, and processes as they relate to the needs of actual work situations. Training can not be conducted in a format that is isolated or disconnected from the participant's experiential world or the context of their reality. Training must be problem-based, with a situated learning environment rich with authentic applications and assessments. To this end, mentoring and coaching for success are keys to effective leadership training.

The Academy for Leadership and Development, hereafter referred to as the Academy, offers opportunities to acquire and understand major research and theoretical developments in leadership. Participants have opportunities to develop proficiency in selecting, integrating, and applying appropriate concepts from social and behavioral science and adult education in formulating and implementing approaches to leadership problems and issues. The Academy provides a systems approach to transformational leadership. The programme is dedicated to long term change.

The Academy training is built upon a foundation of leadership research, theory, skills, and best practices. Training occurs over time with measured outcomes. Leaders are mentored and coached during the Academy by experienced Academy coaches. Leaders are networked with mentors on their campuses and colleagues from their leadership class. On-going personal and electronic conversations keep leaders connected to each other, their campuses, experienced leaders, and the Academy.

The Academy works to convert the goal for training programmes into a reality. The Academy empowers people to soar, to sail, to step forward bravely into the unknown.

The programme will be designed to provide the leadership theories, practices, and skills needed to support leaders, and those striving to become leaders, to lead their respective departments/areas and schools/colleges/universities more effectively. This programme is designed to be inclusive and focus on

leadership at all levels in the organization. It is designed to create a dialogue that leads to discovery, new knowledge, innovation, and ultimately, to both individual and organizational transformation.

Who Should Attend?

Schools, colleges and universities within the region are being invited to participate. Enrollment is limited to 54 participants per leadership training programme. Limiting enrollment allows for a variety of active and collaborative learner-centered activities to be incorporated.

The Leadership Academy also advocates that leaders who participate in the programme be provided additional on-going professional development opportunities after completing this training programme. An on-going mentoring programme and additional professional growth opportunities for expanding their leadership roles and responsibilities within and outside the college are several other components that are essential for a successful college succession and leadership development plan.

Programme Design

Based on the concept of training-over-time, this programme allows participants to thoroughly understand, internalize, and apply leadership concepts and skills. The overall focus of the programme will be to establish a high quality, cost-effective succession and leadership development programme which utilize a skills-based approach, grounded in sound theoretical leadership concepts, principles, and practices. Four basic criteria are incorporated in both the design and delivery of all leadership topic areas:

1. active engagement of participants
2. meaningful and relevant curriculum content which is
3. useful and applicable to learning in the job setting
4. and measurable training outcomes.

Programme Elements

1. Ten full-day leadership sessions scheduled over one year (i.e., an initial 5-day session followed a year later by a concluding 5-day session).
2. A year long practicum experience between training sessions with support and guidance provided by self-selected academic mentors, an Academy liaison and coach: The practicum includes:
 - Individualized Professional Development Plan (IPDP) – Participants will develop and implement individualized action plans (IPDP) to address the leadership topics and skills covered in the first training session. Participants will expand their IPDP to include the other leadership topics covered during the second training session.
 - Mentoring Programme – Participants will choose a college mentor who will provide support, guidance, and feedback regarding their IPDP. In addition, an Academy liaison and coach will provide further guidance and support. Participants will also select a “Programme Buddy” for peer support during their practicum experience.
 - Reflective Practice and Journaling – During the practicum experience, participants will be encouraged to reflect upon their work experience and their IPDP on a regular basis. Reflection will help them to establish a benchmark journal of where they are now; determine what they have learned from their leadership activities/experiences, and what they will do as a transformational leader in the future.
 - Electronic Connection – Participants will be able to electronically engage in an on-going dialogue with fellow participants through our Academy listserv. Monthly leadership issues will be sent by the Academy. Additional leadership content, which reinforces and enhances the learning experience during the practicum experience, will also be provided. The participants’ mentors and their immediate supervisors will be linked electronically and the Academy will provide them with programme information and support as well.
 - Leadership Surveys – Using online 360-degree evaluation tools, the programme outcomes evaluate participant growth and development are measured using pre, interim and post leadership survey instruments. These evaluations are measured over an eighteen month period of time.

- Graduate Credit – Nine hours of on line graduate level credit is available for successful completion of the programme competencies from the University of Nebraska.
- Academy Certificate of Completion – Each graduate of the programme receives a framed Certificate of Completion listing the programme competencies as well as an Academy Leadership pin, recognizing their efforts and successful attainment of programme competencies.

Topics Include:

- Complex Role of the Organizational Leader
- Managing Individual/Team Conflict
- Behavioral Work Styles – Understanding Self and Others
- Enhancing Learning Through Leadership
- Effective Leadership Models
- Leading Change
- Strategic and Scenario Planning
- Appreciating Diversity
- Building Effective Work Teams
- Leader as Manager
- Hiring for Excellence – Hiring, Orienting, Retaining, Evaluating, Developing, and Celebrating Employees
- Leading Part-Time Staff

Please see our Academy web page at www.mc.maricopa.edu/other/chair/academy/index.html for a detailed overview of each topic.

UAE Academies – Tentative Schedule

Al Ain, U.A.E.

Day 1

07:00–08:00	Breakfast
08:00–10:15	Welcome, introductions, and programme overview
10:15–10:30	Refreshment break
10:30–12:00	Complex Role
12:00–13:00	Lunch
13:00–14:30	Complex Role (cont)
14:30–15:00	Refreshment break
15:00–16:30	Developing Your IPDP
16:30–17:00	Authentic assessment & IPDP for Complex Role

Day 2

07:00–08:00	Breakfast
08:00–08:15	Good news and overview of today's activities
08:15–10:15	Behavioral Work Styles
10:15–10:30	Refreshment break
10:30–12:00	Behavioral Work Styles (cont'd) and authentic assessment & IPDP for Behavioral Work Styles
12:00–13:00	Lunch
13:00–14:30	Effective Leadership Models
14:30–15:00	Refreshment break
15:00–17:00	Building Effective Work Teams Dinner on your own

Day 3

07:00–08:00	Breakfast
08:00–08:15	Good news and overview of today's activities
8:15–10:15	Building Effective Work Teams (cont'd)
10:15–10:30	Refreshment break
10:30–12:00	Building Effective Work Teams (cont'd) and authentic assessment & IPDP for Building Effective Work Teams
12:00–13:00	Lunch
13:00–14:30	Strategic and Scenario Planning
14:30–15:00	Refreshment break
15:00–16:00	Strategic and Scenario Planning (cont'd)

Day 4

07:00–08:00	Breakfast
08:00–08:15	Good news and overview of today's activities
08:15–10:00	Strategic and Scenario Planning (cont'd)
10:00–10:15	Refreshment break
10:15–12:00	Strategic and Scenario Planning (cont'd) and authentic assessment & IPDP for Strategic and Scenario Planning
12:00–13:00	Lunch
13:00–14:30	Managing Individual/Team Conflict
14:30–15:00	Refreshment break
15:00–16:30	Managing Individual/Team Conflict (cont'd) and authentic assessment & IPDP for Managing Individual/Team Conflict
16:30–17:00	Practicum Components discussion
17:00	Dinner and party! Bring your college t-shirts for the t-shirt exchange

Day 5

07:00–08:00	Breakfast
08:00–08:15	Good news and overview of today's activities
08:15–10:00	Enhancing Learning Through Leadership
10:00–10:15	Refreshment break
10:15–13:00	Enhancing Learning Through Leadership (cont'd)
13:00–13:30	Summary and programme evaluation
13:30	Lunch

THE PATH TOWARD TRANSFORMATIONAL LEADERSHIP

PROGRAMME TOPICS

The Path Toward Transformational Leadership is long and winding. We, at the Academy for Leadership and Development, have selected leadership topics that we feel are paramount to your success as a Transformational Leader. The following provides an overview of those topics presented during your two weeks of residential training.

Complex Role of the Organizational Leader acknowledges that the roles organizational leaders play, both at work and home, are complex and frequently make conflicting demands. You will discuss what skills and traits are needed for a 21st century leader and develop a personal and professional leadership mission statement. Specific emphasis will be placed on the need to maintain balance while juggling the multiple demands for time management, personal health, and wellness. Generational values and characteristics will be discussed, as well as an introduction to principle-centered communication as a foundation upon which to build critical communication skills for today's organizational leader.

Developing Your IPDP (Individualized Professional Development Plan) is designed to allow you to reflect on and assess the leadership concepts and skills presented in each module. For each leadership topics, you will develop action plans that contain specific, measurable objectives that are directly related to your particular leadership roles and responsibilities.

You will begin to look at yourself and others in the module entitled, **Behavioral Work Styles: Understanding Self and Others**. This module examines self-understanding, self-disclosure, and interaction in communication. This module will facilitate understanding of your behavioral work style revealed by the DiSC personal profile survey, which will be used to facilitate your understanding of your work behavioral style. You will have the opportunity to understand the work styles of others and how these styles can blend to form the most favorable working relationships.

Before we make the transition to looking at working relationships within a team-oriented environment, you will take a closer look at the qualities and traits associated with **Effective Leadership Models**. The surveys you and your colleagues completed online prior to attending the Academy will help determine the strengths and constraints of your perceived leadership style. Other's perceptions of your leadership will add insights into your leadership style. We will discuss these results and use them as a benchmark for your leadership development. Special emphasis will be placed on defining the differences between transformational, transactional, and laissez-faire leadership.

You are now ready to look at how you, as a leader, facilitate and lead through the **Building of Effective Work Teams**. You will learn critical concepts about teams, team leadership, team communication, and team performance, as well as your role in leading teams. You will also be coached on team roles, behaviors, communication, and leadership. Specific communication skills for giving and receiving feedback will be integrated into this module. Effective leadership of team meetings, leading your team to consensus, and assessing team effectiveness will be discussed. The importance of providing on-going recognition and celebration of your team's performance will also be discussed.

You now have an effective team to lead; however, you must now decide where you are going. This takes us to the next module, **Strategic and Scenario Planning**. You will learn about the importance of having a plan, how to write a mission statement, identify goals and priorities, as well as plans for achieving measurable results. We will take you through a step-by-step process for developing a strategic plan for your department or area.

Of course, no team will agree on everything and you, as the leader, must be prepared to manage communication, disagreements, and conflict. The next module, **Managing Individual/Team Conflict**, will provide you with tools and strategies to alleviate or mediate conflict, whether it is between you and someone else, or between team members. We will discuss the importance and application of emotional intelligence as

a key component of your communication behavior as you strive to better understand yourself, as well as to understand others.

Another important component of leading a team is recognizing your own and others' learning styles. In **Enhancing Learning Through Leadership**, you will identify your learning style and learn to recognize the learning styles of others. We will introduce multiple intelligences and the importance of capitalizing on and using multiple intelligences in team performance and the world of work.

The first week of the Academy culminates by linking it all together through a year-long **Practicum** experience. This is perhaps the most important area of growth and self-exploration you will face on your path. We believe the implementation of your IPDP, reflective practice and journaling, electronic networking with your Academy liaison and coach and other Academy participants, as well as your work with your mentor, will provide you with the optimal leadership learning experience.

You will return for your second week of leadership training enjoying areas of success and wanting more. The topics we have provided for Week 2 are topics that involve an even greater emphasis on small group discussion and build on the expertise and experiences over the year of Academy participation.

The second week of residential training and development begins by getting reconnected as a learning community and sharing practicum experiences. During practicum experiences, you witnessed the power of the Academy themes to transform your leadership within your department, and organization. As a transformational leader you began to see that effective leadership depends on the situation. During this first session of Week 2, **Dimensions of Leadership**, you will see that the leadership choices you make in one situation are often quite different than the most effective choices for other situations, initiatives, or followers. During this session you will have the opportunity to assess a specific leadership situation that you will be facing with your team. You will complete the Dimensions of Leadership Profile to determine the most appropriate focus of attention for the situation and learn specific strategies for leadership in varying situations.

With the numerous changes taking place in organizations around the world, **Leading Change** will help you better understand the change process. Examination of key issues such as resistance to change, change readiness, steps in the change process, and communication skills for leaders of change will better prepare you for the increasing demands for leaders of change. Careful analysis and application of the steps in the change process will facilitate your knowledge and skills in developing leadership strategies to meet the demands of today's workplace environments.

Appreciating Diversity will help you to view diversity from a positive and multi-dimensional perspective. Understanding, appreciating, and celebrating unique, individual, and diverse contributions to teams and organizations will take participants beyond discussions of race, gender, and ethnicity to knowledge and skills in acceptance, intercultural communication, and appreciation. You will learn to be mindful and effortful as you examine inborn differences, acquired differences, and differences in communication. You will learn to create diverse team and organizational cultures that encourage acceptance and celebration of individuals and their diversity. Each person is unique.

In **Leader As Manager**, you will examine various qualities of leaders as managers. You will identify key managerial issues related to managing employees for individual, team, and organizational success. Opportunities to exam management experiences during your year long practicum will allow you to make practical applications of managerial strategies. Specific attention will be given to managerial strategies for delegation and empowerment. You will have the opportunity to assess and understand individual differences among members of your team. Managerial coaching and mentoring skills will be discussed and practiced.

We will then visit the MLQ and LSPS surveys in **Pre-, Interim-, and Post-Survey Results** to determine what leadership skill areas show growth and which areas need additional attention. After this second week of training you will have the opportunity to set continuing leadership goals for yourself over the next six months prior to the post survey. Therefore, you will have data reflecting an 18 month period of time.

Hiring for Excellence: Hiring, Orienting, Retaining, Evaluating, Developing, and Celebrating Employees are important areas of organizational leadership. In Hiring for Excellence, you will investigate key components of effective selection and hiring systems. You will have the opportunity to witness “best practices” staff orientation and set goals for implementing orientation strategies best suited to your organization’s culture. Performance appraisals, staff evaluations, progressive discipline, coaching for improved performance, and mentoring are all a part of leadership. This module will provide knowledge and skills in communicating honest appraisals, coaching for success, and mentoring staff through the life cycle of their career.

Leading Part-Time Staff is a critical issue facing organizations. In this module you will examine the challenges of hiring, supervising, and including part-time staff on teams and within the organization. You will have the opportunity to integrate your year long learning as you work with a team of Academy colleagues to offer meaningful solutions to the issue of leading part-time staff. Using the dimensions of leadership, communication, and steps in leading change, you and your Academy team will advance and share specific strategies for leading part-time staff.

Your Academy journey culminates with a look at the essential elements of the Academy programme that have provided a model for your leadership development. Setting clear standards, expecting the best, paying attention, personalizing recognition, telling the story, demonstrating leadership best practices, modeling learning, and celebrating together have been integrated and practiced throughout your Academy journey. The journey closes with the graduation ceremony; however, your leadership journey continues as you return to your organization to lead, teach, mentor, coach, discuss, and network with other organizational leaders. Continue to make a difference as you continue your transformational leadership journey.