**Cortex Leadership Syllabus** (partial listing)

Specific learning module descriptions can be found below.  If the module you have questions is not listed, feel free to contact us for specifics.

Specific modules are facilitated in an interactive learning environment and are chosen for you and your team and can be based on initial discussion and assessment results:

- **DISC/Motivators**
  You will complete a DISC and Motivators (or just DISC) assessment and bring the report to your group session.  This 25-page report (or 50-page report if Motivators is included) will give you an understanding of your behavioral styles and offer suggestions on how to develop specific areas for higher levels of effectiveness when working with your team and others.  This assessment can also provide a window of understanding for the leaders you report to in order to create a clearer understanding into your perspective and communication style.

  You will experience the Cortex Obstacle Course during this course of study, wherein you will find ways to improve your communication and management of projects skills.

  You will also learn:

  ➢ Which of the four styles: Driver, Influencer, Supporter or Calculator, you tend to use when interacting with others.
  ➢ Which of the four styles do the other participants prefer to use when interacting with them.
  ➢ How to use this knowledge to increase your awareness of giving and receiving feedback.
  ➢ How to use your understanding of the DISC behavioral style model to communicate change initiatives, motivate, and engage your peers and team members.
  ➢ Increase your self-knowledge: how you respond to conflict, what motivates you, what causes you stress and how you solve problems

  ➢ Learn how to adapt your own style to get along better with others

  ➢ Foster constructive and creative group interactions

  ➢ Facilitate better teamwork and minimize team conflict

  ➢ Manage more effectively by understanding the dispositions and priorities of team members

  ➢ Learn what motivates your actions and those of others and how to use that knowledge to move you and your team forward

- **Team Work Cycle**
  You will complete a Team Work Cycle assessment that will help to better understand which of the 4 phases and 8 roles of a project cycle you prefer to work within.  Ideally, teamwork

proceeds sequentially from initiation to ideation, elaboration, and completion. But research shows that teams often diffuse their efforts by spending time on work they prefer to do, often skipping essential phases.

You will be given a timed, management challenge that will assist you in a tangible example of how to execute the 4 phases of the Team Work Cycle.

By discovering your strengths you will learn which areas of projects you will bring the most value to and how to support others when they are operating in their strength zones.  Some of your learning outcomes will include:

  - ➢ Identify preferred individual and team roles and work phases
  - ➢ Learn how to deliberately cultivate the missing team roles and work phases
  - ➢ Discover how to resolve team roles that conflict
  - ➢ Explore the strengths and weaknesses of teams that are "stuck" in various teamwork/team role combinations

- **Make Shift Happen  - Moving from Drama to Empowerment!**

This interactive presentation will explain the difference between a successful and an unsuccessful mindset.  Using *The Empowerment Dynamic* you will learn how to challenge, coach and create a winning position during any situation for yourself or others.  More importantly, you and your team will learn how to steer clear of the Dreaded Drama Triangle.  You will learn:

  - ➢ How to create more powerful outcomes
  - ➢ The triggers for unsuccessful outcomes and how to avoid them
  - ➢ The question you should be asking yourself and others to direct a situation towards a greater goal
  - ➢ How to identify which orientation you or someone else is during a conversation and how to achieve your desired outcomes
  - ➢ The reason why some information sticks and some doesn't and how to achieve better results in your training and learning experiences
  - ➢ How anxiety drives reactions and how to stop it
    *This work is based on the book by David Emerald, TED: The Empowerment Dynamic*

- **StrengthFinders**

You will complete a StrengthFinders assessment, which will outline your top 5 strengths.  Within the report you will receive an action-planning guide, which will allow you to map a plan to develop each of your strengths.  You will learn to use this information, throughout the course of study, to better focus your time and efforts to utilize and develop those strengths.

- **Delegating with Clarity and Engaging Commitment**

Commitment Based Management was first introduced as an innovative management practice in the 1980's with the work of Fernando Flores (UC Berkeley) and Terry Winograd (Stanford) and is a highly effective delegation principle and practice. They described a "conversation for action" where two parties make an explicit agreement to deliver a specific outcome by a certain date. The core idea was that the performer was required to negotiate a specific commitment, leading to more buy-in to meeting the commitment and therefore better results and a more collaborative environment. The process of a virtuous conversation between the requester and the performer was defined in three stages: negotiation, delivery, and assessment.

> ➢ Learn the 4 phases of Commitment Management cycle and how to properly manage each one
> ➢ How to negotiate commitments
> ➢ Properly delegating and assigning projects to peers and team members
> ➢ How to manage commitments when natural breakdowns occur
> ➢ Managing conversations throughout a commitment cycle

- **Designing Your Time**

This practical, interactive, learning module on time management will teach you how to design your time for the highest levels of personal and team productivity and effectiveness. The learning objectives will be:

> ➢ How to use the Cortex Time Plate to manage desired outcomes for the day, week, month and year
> ➢ Determining your peak times o
> ➢
> ➢ f effectiveness throughout your day and how to use that information to increase your productivity and execution of difficult tasks
> ➢ The keys to eliminating distractions in order to hyper focus
> ➢ How to determine which things you should start doing and which one's you should stop doing
> ➢ The key to tripling your productivity – Power Sessions
> ➢ Assigning tasks to time in order to better manage commitments
> ➢ Managing your calendars for optimal use of time, energy and resources

- **Team Building**

By experiencing the Cortex Obstacle Course, learning the ways to use DISC to communicate with different behavioral styles, learning to use StrengthFinders to focus on team members' assets, how to use the Team Work Cycle model, and delegating with clarity, you will find that you have increased your ability to manage a team by:

> ➢ Using more effective communication tools and practices

> ➢ Utilizing the strengths of individual team members to obtain group objectives
> ➢ Using asset based thinking and language that motivates, engages and encourages the highest thinking and behaviors from team members
> ➢ How to use the IGROW method to build desired outcomes for each of your team members
> ➢ Using a technique known as "rounding" during meetings to feel heard and to be able to contribute your perspective and objectives.

- **Giving and Receiving feedback**

By using proper meeting formats and after action reviews, along with scheduling time for each of your direct reports on a monthly or weekly basis, you will discover ways to effectively give and receive feedback from your team members.  You will learn:

> ➢ How to use DISC to modify your message and communicate effectively to motivate and engage each team member
> ➢ How to use "rounding," in meetings, to allow each member to feel heard and contribute his or her perspectives and objectives
> ➢ How to coach team members by using the IGROW method
> ➢ How to focus on asset based thinking and language that will help motivate and engage others
> ➢ How to create an environment that supports positive feedback
> ➢ Conducting crucial conversations for the best outcomes

- **The Wheel of Trust**

This powerful communication tool has multiple applications.  You will learn the 6 elements of trust, which include Sincerity, Involvement, Competence, Standards, Reliability, and Time.  You'll learn how to use this tool to:

> ➢ Communicate more effectively with your customers and prospects
> ➢ Communicate your preferences to new hires and existing team members that will lead to higher levels of engagement and motivation
> ➢ Identify where trust has broken down and relationships have stalled or gotten stuck
> ➢ Create collaborative teams that move swiftly through project development and execution
> ➢ What might be holding you back from reaching your potential
> ➢ How to rebuild trust when it's broken or damaged

- **Cuing up Change**

In the #1 bestseller *Switch* by Chip and Dan Heath, they write that our minds are ruled by two different systems—the rational mind and the emotional mind—that compete for control. The rational mind wants a great beach body; the emotional mind wants that Oreo cookie. The rational mind wants to change something at work; the emotional mind loves the comfort of the existing routine. This tension can doom a change effort—but if it is overcome, change can come quickly.   Included in this robust learning experience, you will gain knowledge from *The Power of Habi*t by Charles Duhigg.   You will learn:

➢ How to identify and duplicate the bright spots on your team in order to used asset based thinking to create sustainable change.
➢ How to motivate your team members by designing a "path" for change the outlines the critical moves they need to make first to be successful.
➢ Find ways to encourage and support the right habits for the change that you want to see in yourself and your team members.
➢ How to identify the cue, routine and reward from every habit.
➢ Why the brain loves to create habits for almost everything.
➢ The shortcut to changing any habit

- **Developing Great Leadership Habits**

It's not enough to just want to be a good leader.  Great leaders aren't born; they are developed.  This module will teach you the habits that great leaders have and how to incorporate them into your leadership formula for success.  You and your team will learn:

➢ How much rest the brain needs to solve your biggest challenges
➢ What type of nutrition is best for your brain
➢ What types of exercise have the most impact on your brain function
➢ What effect stress and anxiety have on your ability to process information
➢ What effect the right questions have on your thought processes
➢ How to change any habit you currently have by identifying one, simple, thing and changing it
➢ What the highest ranked CEO's do that you probably aren't

- **Calculating Your Potential**

You've probably said at some point, "I don't know what's happening?  He/she has so much potential and they are just not living up to it?"  Maybe you've thought about that in regard to yourself.  What defines the potential we have?  How can we measure it?  Can we improve our potential? If so, how?  In this module you and the other participants will learn:

➢ How to define the potential you have and the potential of each of your team members
➢ The key areas that make the most difference to realizing your potential
➢ How to increase your potential

> ➢ Why some people reach their potential and others don't

- **Tough Types of Communication**

Sometimes you just have to have that tough conversation. Maybe a team member is consistently late and it is disrupting the workflow of the team or your team member is missing deadlines, critiquing a colleague's work, or the good types of tough conversations that can payoff literally like when you want an increase in your pay or a promotion. Depending on your behavioral style, tough conversations can happen less frequently then they should or they happen too often and cause lasting conflict. Either way, tough conversations are well, tough until you are armed with the right tools for conducting them effectively. As in all modules, you don't just learn, you practice through interaction in class. You will learn the following about tough conversations:

> ➢ The most important thing to do when preparing for one
> ➢ How and where to have one
> ➢ The basic rules for conducting one
> ➢ The best way to stand or sit when having one
> ➢ The best words to use and approach to take when having one

- **Leadership Manners – Do's and Don'ts**

Don't worry. We're not going to teach you where to put your fork on the plate and which of those spoons you're supposed to use when- Nope! What you're going to learn are some super practical things you should and should not do when you become a leader that no one ever really tells you about until you get them wrong. You'll learn:

> ➢ What to do and what not to do when your boss messes up
> ➢ How to handle it when an employee completely flubs up a client interaction
> ➢ How to say no to vendors that want to spend time with you
> ➢ How to respond to board and committee requests
> ➢ How to communicate to your boss when you have to tell them no

- **The Art of Appreciation**

Most leaders, when asked, will quickly tell you how much they appreciate their team members. They'll even give specific examples of the types of things that they do that they appreciate so much. Why is that the case? Recent research from Leadership IQ stated that in 42% of companies the most engaged employees are actually the lowest performers. This happens when top performers are underappreciate and low performers, as research says, "have fallen in

love with their cushy jobs" and don't realize just how poorly they are performing.  (Refer back to our Tough Conversations if this applies to your workplace.)  In this module you will learn:

- ➢ The most effective ratio of appreciation to correction to achieve the best results
- ➢ How to effectively appreciate top performers and use appreciation to modify the behavior and results of low performers
- ➢ The best ways to appreciate team members
- ➢ How to use a special tool to increase your appreciation ratio

- o **Cortex Digital Library available through goMonti.com**

To support your learning in many of Cortex Leadership courses and modules, we offer a digital library that includes:

- ➢ Short podcasts that summarize learning modules quickly and easily
- ➢ Forms that you will use with your coach to enhance your one-on-one coaching experience
- ➢ E-books that condense the knowledge from each class
- ➢ One-sheets that contain the exercises that you used in class
- ➢ Over 200 articles to support the leadership learning you are receiving
- ➢ Monti group engagement results for your class

The Cortex digital library can be purchased separately and accessed while you are participating in a course and continued long after the course has been completed for an additional, monthly fee that comes packaged with goMonti weekly interactive, messages.

Assessment packages are available for DISC/Motivators, StrengthFinders, Team Work Cycle,  and others as part of an enhanced training and coaching package and are priced individually, if not already a part of a course curriculum.

Executive coaching services and facilitation will be provided by **Lynda McNutt Foster, CEO of Cortex Leadership Consulting.**