



**Vogt 2.0 Leadership Development Program
KICK OFF**

A partnership between TBC and ClearRock



**Congratulations! You are embarking on
a journey to take your leadership skills
to the next level.**





About ClearRock



We are talent consultants with 20+ years of helping organizations elevate performance and unlock potential in people



Industry experience includes life sciences, higher ed, healthcare, financial services, and technology



Certified Women Business Enterprise committed to advancing diversity, equity, inclusion, and belonging



High caliber team that goes above and beyond



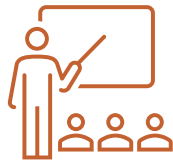
Our values: We care. We are here to help. We are easy to work with. We get results.

Program Components



Learning Hub

(Customized online hub to access pre/post work)



Monthly Facilitated Learning Modules

(Interactive virtual group sessions)



Monthly Group Coaching Sessions + Assessment and Two One-on-One Meetings

(To reinforce learnings and share experience)

Program commitments equate to approximately 4 hours per month.

Learning Hub

The Boston Consortium for Higher Education Alignment and Kick Off
Susan Vogt Leadership Development Program 2.0



THE BOSTON CONSORTIUM
FOR HIGHER EDUCATION



Alignment and Kick Off
Sep 21, 11am-3pm EST

A journey of a thousand miles begins with a simple step.

— Lao Tzu



- Pre-Work and Self-Reflection /Post-Work
- Module Overview Handouts
- Zoom Links

THE BOSTON CONSORTIUM
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Facilitated Group Modules

Module 1: Understanding Self

Leverage the PIBA to increase self-awareness and explore how behaviors/needs impact others and influence leadership style

Module 4: Leading Teams

Discover best practices for building and maintaining high-performing and engaged teams

Module 2: Leading Self

Learn how one's emotional intelligence, ability to influence, resilience, and mindfulness impact leadership effectiveness

Module 5: Your Leadership Brand

Learn what separates leaders from managers and how to lead with authenticity and inspire others

Module 3: Communicating Effectively

Enhance communication practices that drive understanding and collaboration

Module 6: Putting it into Action

Deliver a presentation that outlines professional goals, action steps, and outcomes

Self-Assessment

The Predictive Index (PI) Behavioral Assessment measures the motivations and drives of individuals in the workplace.

There are four factors measured:

- Dominance: The drive to exert influence and control over people and events
- Extroversion: The drive for social interaction
- Patience: The drive for consistency and familiarity
- Formality: The drive for rules and structure

Debrief with ClearRock Consultant



Group Coaching Sessions + One-on-One Meetings

Group Coaching will help:

- Pull through the program learnings
- Provide support, encouragement and motivation to achieve your goals
- Use the group's wisdom to lead each other to draw out your own solutions and strategies
- Deepen relationships between team members

2 One-on-One Meetings:

- Meet with ClearRock Consultant to debrief PI BA
- Meet Kitty Kennedy to discuss collaboration with TBC, program feedback, career trajectory and/or final presentation

Evaluations



Questions?





Lunch 12-1



Ice Breaker



Best practices for learning



Sort



Unlearn



Apply

WHAT YOU ARE HOPING TO GET OUT OF THIS PROGRAM

- Increased self-awareness
- Learn how to inspire and empower others
- Connect on a personal level with employees and cohort
- Making the shift from doing the work to leading
- Strengthen communication skills and be better equipped for difficult conversations
- More confidence in leadership skills
- Ability to promote good work/life balance
- Better manage emotions in intense situations
- Network and collaborate with other leaders
- Become more decisive
- Learn how to develop employees and delegate
- Strategies for Change Leadership
- How to brand myself as a leader
- Understand what differentiates leaders vs managers
- Influence skills
- Opportunity to leverage the knowledge and wisdom of others
- Leadership theories

How to get the most out of this program



Stay open to learning – embrace the process – growth is uncomfortable



Complete pre/post work as assigned in the Learning Hub



Attend every module and group coaching session – do not rely on recordings



Be fully present (via Zoom) with cameras on and phones silenced; notify Laura and Mark if you are not able to make it



Add value to the group by engaging and sharing – each of you is an important part of the learning experience for each other



Share your learnings with your manager



Share your feedback with us and TBC, this is a pilot



Hub Demo



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Module Overviews


The Intentional Leader

Module 1: Understanding Self

Learning Objectives

1. Explore why people behave the way they do
2. Learn a framework to measure drives and predict behaviors
3. Leverage the Predictive Index® Behavioral Assessment to increase awareness of self and better understand the workstyles of others
4. Learn how your natural behavioral style impacts how you show up at work

The Predictive Index Behavioral Assessment (PIBA)



As humans, we are a product of the combination of our DNA, our values, and our lived and learned experiences.

Each of us brings our whole self to work, and a simple model to represent this is the Head, Heart, and Briefcase model. The briefcase represents an individual's knowledge, skills, and experience, typically the information that is gleaned through a person's resume. The heart represents their values, ethics, and passion for the work, industry and/or mission. And the head represents a person's behaviors, cognitive abilities, and emotional intelligence.

The PIBA provides insights on the behaviors and drives of an individual. The assessment is an untimed, free-choice, stimulus-response that is scientifically valid for hiring and talent development.

It is built on the premise that drives create needs and those needs result in behaviors. If you can measure what drives someone, you can predict their behavior.

The PIBA measures 4 drives:

- **Dominance, the A Drive** – the drive to exert influence and control over people and events
 - o People with high A drives need independence and control and may come across as autonomous and venturesome.
 - o People with low A drives need team recognition, harmony and may come across as cooperative and collaborative.
- **Extroversion, the B Drive** – the drive for social interaction
 - o People with high B drives need opportunities to interact and to talk things through and may come across as outgoing and people-oriented.
 - o People with low B drives need room for introspection and time to trust and may come across as matter-of-fact and task-oriented.
- **Patience, the C Drive** – the drive for consistency and stability
 - o People with high C drives need long-term affiliation and freedom from changing priorities and may come across as patient and stable.
 - o People with low C drives need variety and opportunities to work at a fast pace and may come across as intense and driving.
- **Formality, the D Drive** – the drive for rules and structure
 - o People with high D drives need clear expectations and an understanding of rules and regulations and may come across as diligent and precise.
 - o People with low D drives need flexibility and the ability to delegate details and may come across as informal and adaptable.

While these four drives, or "factors," are predictive of behaviors in the workplace, additional context should always be considered.

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The Intentional Leader

Module 2: Leading Self

Learning Objectives


- Understand how and why the way we experience and show up in the present is influenced by our past.
- Learn how self-reflection can help to define your future.
- Identify your barriers to leading yourself and how you can overcome them.
- Gain familiarity with the brain and how to avoid emotional "short-circuits."
- Learn strategies for resilience and how mindset influences your outcomes.

Present-Day You

We all arrive at our collective thought processes through our DNA and our lived experiences – this creates momentum and normality. If we don't challenge ourselves by expanding and diversifying our experiences, we'll continue to look at things the same way.

Positive Psychology and Internal Saboteurs

Shirzad Chamine, of Stanford University introduced a concept called Positive Intelligence.



Shirzad says that we develop "guardians" (saboteurs) early in life to help us survive the real and imagined threats to our physical and emotional survival as children. Patterns of thinking, feeling, and reacting (our "guardians") become soft-coded in our brain through neural pathways (become our "beliefs") which, as adults, cause us to get "hijacked" by unhelpful thought patterns. These guardians later become "saboteurs" (E.g., previous hypervigilance becomes persistent distrust of others later in life). For example, if you grew up in a household with an angry, reactive parent, you may have avoided danger by avoiding him or her. That avoidant pattern got encoded in your brain, and now, as an adult, you default to avoidance whenever you find yourself in a difficult interaction.

We can train ourselves to recognize these triggers and redirect our brains to engage in more positive patterns of thinking (sages).

Growth Mindset vs Fixed Mindset

You may be familiar with Carol Dweck's work on Growth and Fixed Mindsets

There are two main mindsets we can navigate life with: growth and fixed. Having a growth mindset is essential for success. The growth mindset is based on the belief that your basic qualities are things you can cultivate through your efforts. The fixed mindset is if you believe your qualities are unchangeable – you will want to prove yourself correct over and over rather than learning from your mistakes. Changing our beliefs can have a powerful impact. The growth mindset creates a powerful passion for learning. "Why waste time proving over and over how great you are," Dweck writes, "when you could be getting better?"

"Between stimulus and response, there is a space. In that space is our power to choose our response. In our response lies our growth and our freedom." -Victor Frankl

Strategies to avoid the "short route" and take the long route when it comes to our responses:

- Name it to tame it
- Practice mindfulness
- Reframe the situation
- TIP the scale

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Module 3: Effective Communication

"The single biggest problem in communication is the illusion that it has taken place."
- George Bernard Shaw, Playwright

Learning Objectives

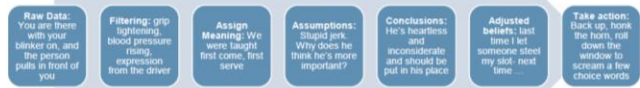
1. Learn the components of effective communication
2. Discuss the Ladder of Inference and practice with this model
3. Discover how to overcome the root causes of difficult conversations
4. Learn how to make meaningful requests and commitments

Effective Communication:

- **The Three Cs:** Clear, concise, consistent
- **Consideration of audience:** Who are they? What do they want? What motivates them? What is the most effective form of communication for them? Consider your behavioral style and yours.
- **The 7-38-55 Rule:**
 - 7% of meaning is communicated through spoken word
 - 38% is through tone of voice
 - 55% percent through body language
- **Active listening:** Effective communication is two-way. Listen with openness and curiosity – stay out of judgment. When people feel heard and not judged, it fosters connection and engagement. Key actions you can take:
 - Removing any distractions, especially phones
 - Trying not to interrupt, asking open-ended questions when in break
 - Focusing on the present moment, asking the other if you miss the details
 - Don't be afraid of silence; both can use those moments to think and have a more thoughtful conversation.
- **Handling difficult conversations:** At the root of difficult conversations lies fear, judgment, anger, and assumptions. There are ways to have productive conversations even when there is no agreement about the subject.

The Ladder of Inference:

Example: Someone steals the parking space you were waiting for.



Raw Data: You are there with your blinker on, and the person puts in front of you

Filtering: grip tightening, blood pressure rising, expression from the driver

Assign Meaning: We were taught first come, first serve

Assumptions: Stupid jerk. Why does he think he's more important?

Conclusions: He's heartless and inconsiderate and should be put in his place

Adjusted beliefs: last time I let someone steal my spot, next time...

Take action: Back up, honk the horn, roll down the window to scream a few choice words

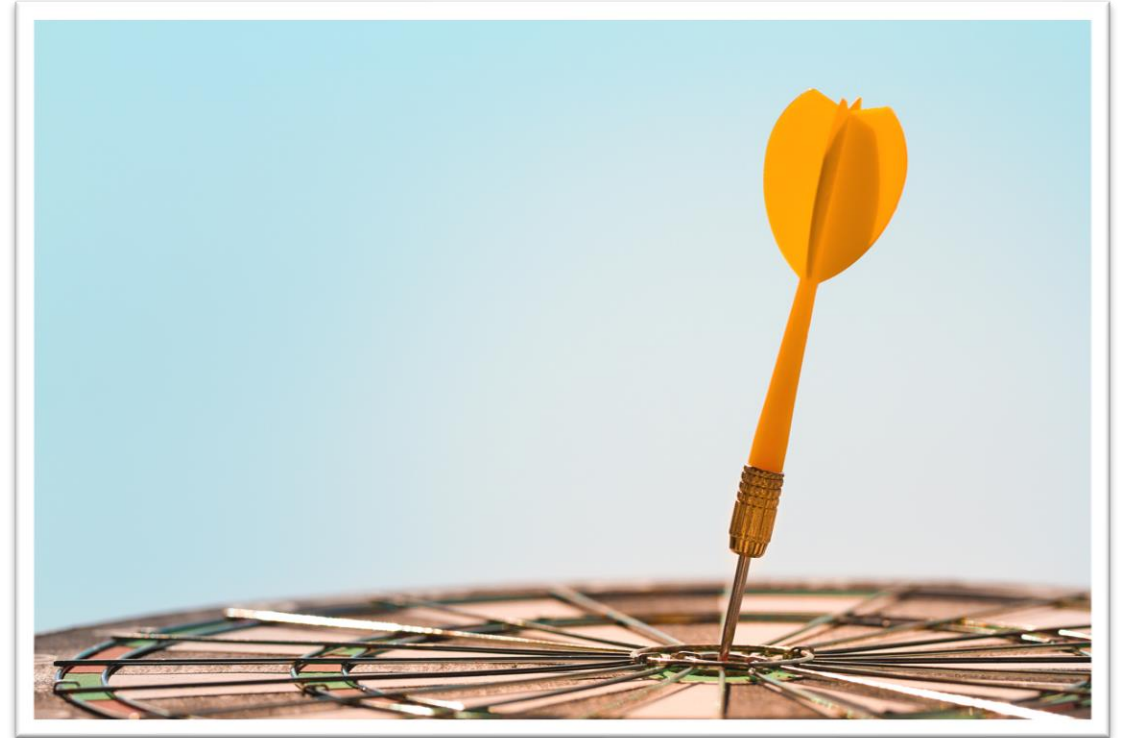
What if you knew the guy's wife was in labor and needed to pick her up and take her to the hospital?

To Climb down the ladder: Know the difference between assertions and assessments.

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Group Coaching Session Objectives

- Pull through the program learnings.
- Provide support, encouragement, and motivation to achieve your goals.
- Tap into the group's wisdom to draw out your solutions and strategies.
- Deepen relationships and trust.
- Develop your skills as a coaching leader.
- Hold confidence.



Module 6: Putting it into Action

The Presentation

- What transformative learnings did you have over the course of this program?
 - How and why were these meaningful for you?
 - What will you do differently as a result of this experience?
- What do you need (and from whom) to support your commitment to this?

Each cohort member will have up to 10 minutes to present (your choice of media!), followed by Q&A and feedback from the team.

Discussion: Who do you want in the room?

Activity – 10 minutes

Take the Predictive Index Behavioral Assessment. The online assessment takes 5-8 minutes to complete.

When you meet with your ClearRock consultant, they will share your results via Zoom during the readback and then send you your report.

Note: Your results may be shared with program participants.

TBC is the license holder of the software and the data, ClearRock will have 3rd party access for the purposes of this program.

Vogt LD 2.0 Contacts

- President of ClearRock and Facilitator: Laura Poisson: lpoisson@clearrock.com
- Program Director, OD and Learning at BU, Executive Coach/ Facilitator: Mark Braun: mbraun@bu.edu
- Executive Director of TBC: Kitty Kennedy: kkennedy@boston-consortium.org
Director of Programs at TBC: Jessica Smith: jsmith@boston-consortium.org
Program Administrator and Hub Developer: Parul Saraswat: psaraswat@clearrock.com
- ClearRock Consultants: Jessica Kaplan: jkaplan@clearrock.com and Dani Schneider: dschneider@clearrock.com

Who does what?

- **Parul Saraswat - ClearRock**
 - Calendar invites to modules and group coaching sessions
 - Hub management

- **Laura/Mark – ClearRock/BU**
 - Program design and facilitation of modules and group coaching sessions
 - Communication with fellows
 - Laura (and other CR team members) will do PI debriefs

- **Kitty/Jessica S/Jessica M - TBC**
 - Review SurveyMonkey evaluations after sessions
 - One-on-one meetings (with Kitty)
 - Communication with plan sponsors and guest speakers

What happens next?

- 1. Email from Parul:** You will receive an email from Parul Saraswat with a link to the hub and a copy of this slide deck. **Save URL link.**
- 2. Visit the hub:** Go to the hub and bookmark the page. Prior to Module 1, click on Module 1 to access the pre-work.
- 3. Respond to email regarding your PI BA readback:** Laura, Jessica, and Dani will send you an email to schedule your readback ahead of Module 1.

Questions?



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