HEALTH LEADERSHIP COLLEGE

TRANSFORMATIONAL LEARNING

LORE® INTERNATIONAL INSTITUTE

Lore Overview

Lore\'lor*n:*** something that is taught**,** something that is learned, knowledge gained through study or experience.

- Founded in 1989

- 350 coach, faculty, and consulting associates

- Durango, Colo. - USA and Zurich, Switzerland

- Global Partner – The Danish Leadership Institute

- Clients—Fortune 100/500 companies world-wide

- Award winning innovative executive education, coaching, consulting & assessment

- Based on actionable and relevant development principles

SHRM
SOCIETY FOR HUMAN
RESOURCE MANAGEMENT

CHIEF LEARNING OFFICER
2007 Award for Learning Innovation – Harley - Davidson

Excellence
www.LeaderExcel.com
2007 Best in Leadership Development

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The Challenge

- To help a group of potential CEO's engage in the transformative learning necessary to get to the next step in their careers while honoring their rich life experience and present successes.

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A New Approach

▶ **Typical Approach**

▶ **Leadership College**

from • Event based	·····>	*to* • Presented as a series
from • Transitory	·····>	*to* • Transformational
from • Impart information	·····>	*to* • Networking
from • Focus on awareness and skill building	·····>	*to* • Focus on changing self-concept and application on the job

Critical Success Factors

According to Mezirow:

▶ Self examination

▶ Exploring options

▶ Questioning assumptions

▶ A disorienting dilemma that challenges one's values and beliefs

▶ Developing a plan of action to resolve the dilemma

▶ Relating to others' experience to see commonalities

▶ Acquiring new knowledge and skills to implement the plan

▶ Making provisional efforts to try out new roles and obtain feedback

▶ Reintegrating self into social situation

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The Leadership College Approach

An intensive personal and interpersonal encounter for every participant

Feedback that fosters personal and organizational change

The Leadership College Approach

New pedagogies that require profound and expert thinking

An integrated level of project-based learning

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The Structure

▶ World-class faculty

▶ Comprehensive leadership assessment

▶ Monthly networking dinner

▶ Monthly classroom events

▶ Reading assignments

▶ Action learning initiative

▶ Implementation groups

▶ Continuous learning

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The Faculty

▶ **Breadth and depth of experience in**

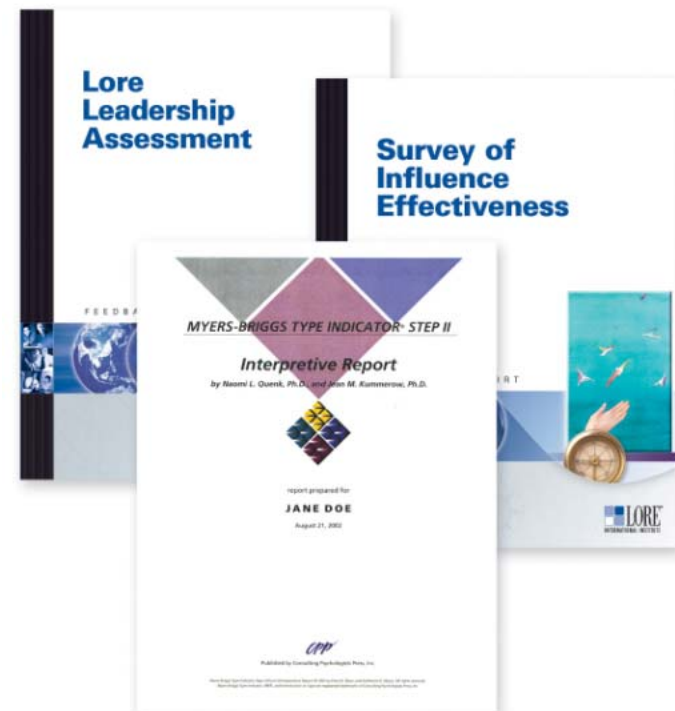- Healthcare

- Leadership development

- Executive coaching

▶ **Guest speakers from the industry**

- Provide thought leadership and exposure to best practices

- Focus on storytelling and TPOV

Leadership Assessment

▶ Interviews, 360° instrument, MBTI®

▶ Personal development plan

▶ One-on-one debrief

▶ Goal setting with CEO

Networking Dinners

- ▶ Socializing and networking

- ▶ Evening before monthly classroom session

- ▶ Sharing challenges, discussing new ideas, celebrating successes

- ▶ Develop mutually supportive relationships that serve them well in the years to come

Monthly Classroom Sessions

▶ A variety of methods

- Lecture
- Discussion
- Videos and simulations
- Interactive exercises
- Observation and feedback

▶ Insight on self and impact on others

▶ Knowledge, skills, and tools to get to the next level

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Reading Assignments

▶ Thought leadership in the various competencies

▶ Harvard Business Review and McKinsey Quarterly articles

▶ Books on leading change, sustaining business results, coaching, and many others
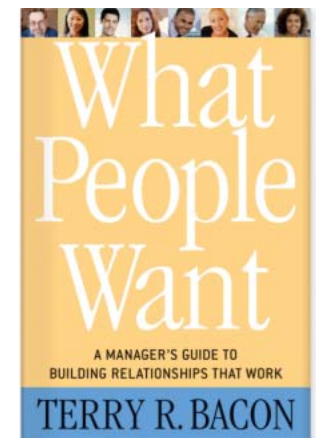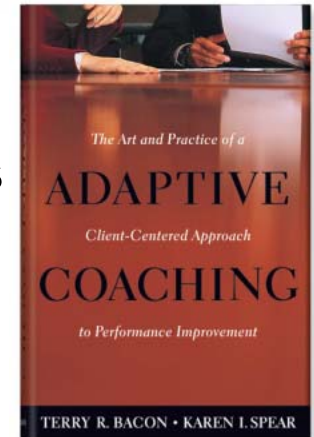
Action Learning Projects

▶ Challenging business initiative chosen with CEO input

▶ Learning from each month applied to project

▶ Monthly updates recorded in master journal to build accountability and sustain momentum

Implementation Teams

▶ Meet monthly to discuss challenges, setbacks, and successes

▶ Provide input and feedback

▶ Hold each other accountable

Continuous Learning

- ▶ Web site with discussion rooms

- ▶ Yearly reunion with panel discussion

- ▶ Graduates serve as guest speakers

- ▶ Learning cascades into organization

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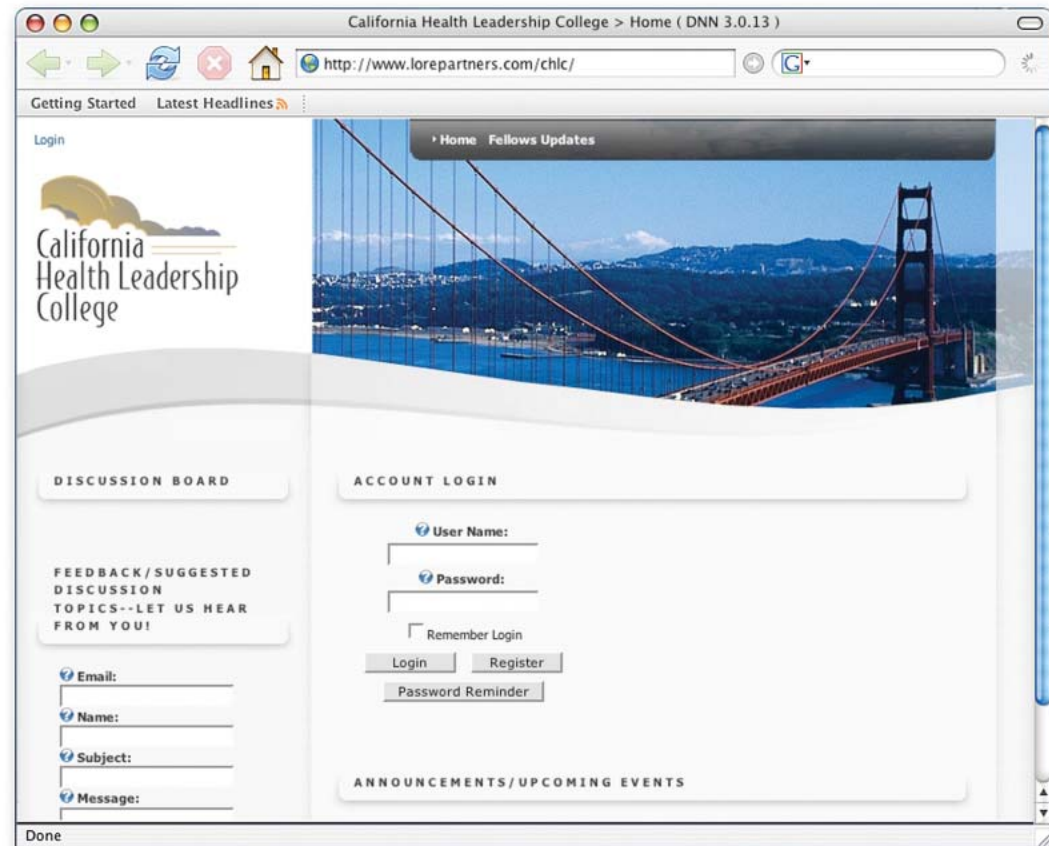
Results

▶ Measurable and sustainable behavioral change

▶ Cutting edge knowledge and practical skills

▶ Deeper succession pool

▶ Improved productivity, morale, and retention

▶ More focused strategy development

▶ Better alignment

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Things to Remember

▶ Create a sense of importance

▶ Start with feedback

▶ Hold short sessions spread out over time

▶ Provide plenty of opportunity for informal networking

▶ Push people's thinking and challenge assumptions

▶ Provide a vehicle for practice and application

▶ Hold people accountable for participation and progress

Questions???

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