

BOYS & GIRLS CLUB: ADVANCED LEADERSHIP PROGRAM

OBJECTIVES

Level 2 of the School of Executive Leadership aims to drive improvement in leadership and performance at many levels over a five month period. First, **individuals** are exposed to best practices and leading thinkers to improve their personal leadership capability. Leadership **teams** from each participating BGCA organization attend sessions together, learn tools, and are facilitated to improve their alignment and effectiveness. Also, in this process, a key target is the local **organization**. Each BGCA system is assessed and analyzed for improvement opportunities in driving outcomes, resource development, and board effectiveness.

EXPECTED OUTCOMES

The expected outcomes resulting from this process can be mapped to each of the objectives:

Individual:

- Development of a Teachable Point of View (see Conceptual Foundation below) to better lead and develop others
- Improvement in leadership at both the team and organizational level as the result of intense, personalized feedback and coaching
- New networks and strong personal relationships with leaders from other BGCA organizations
- New knowledge, skills, and tools based on best practice benchmarks from both within and outside BGCA

Team:

- Improved team effectiveness as a result of greater alignment and development of a shared Teachable Point of View that can be used to lead the entire organization
- Deeper understanding of the strengths and development opportunities of individuals on the team
- Shared accountability for an organizational improvement plan and improved role clarity for how the team will execute
- Tools and work processes for monitoring and constantly improving team performance

Organization:

- Better alignment, focus, and energy as a result of being engaged to help develop leadership team's Teachable Point of View

- Improved focus on linking desired outcomes to specific activities of staff and volunteers
- Better engagement of networks throughout the community for resource development.
- Diagnosis of the BGCA organization's Board and development of a plan to improve Board effectiveness

DEVELOPMENT PROCESS

This is an action-learning process in which everyone works on **real problems**, not case studies. Participants will refine their strategies and execution plans based on input from leading faculty, internal experts, and outside resources such as Board members. Most important, BGCA organizations will learn from each other through active peer coaching and best practice sharing.

TRANSFORMATIONAL PROJECT

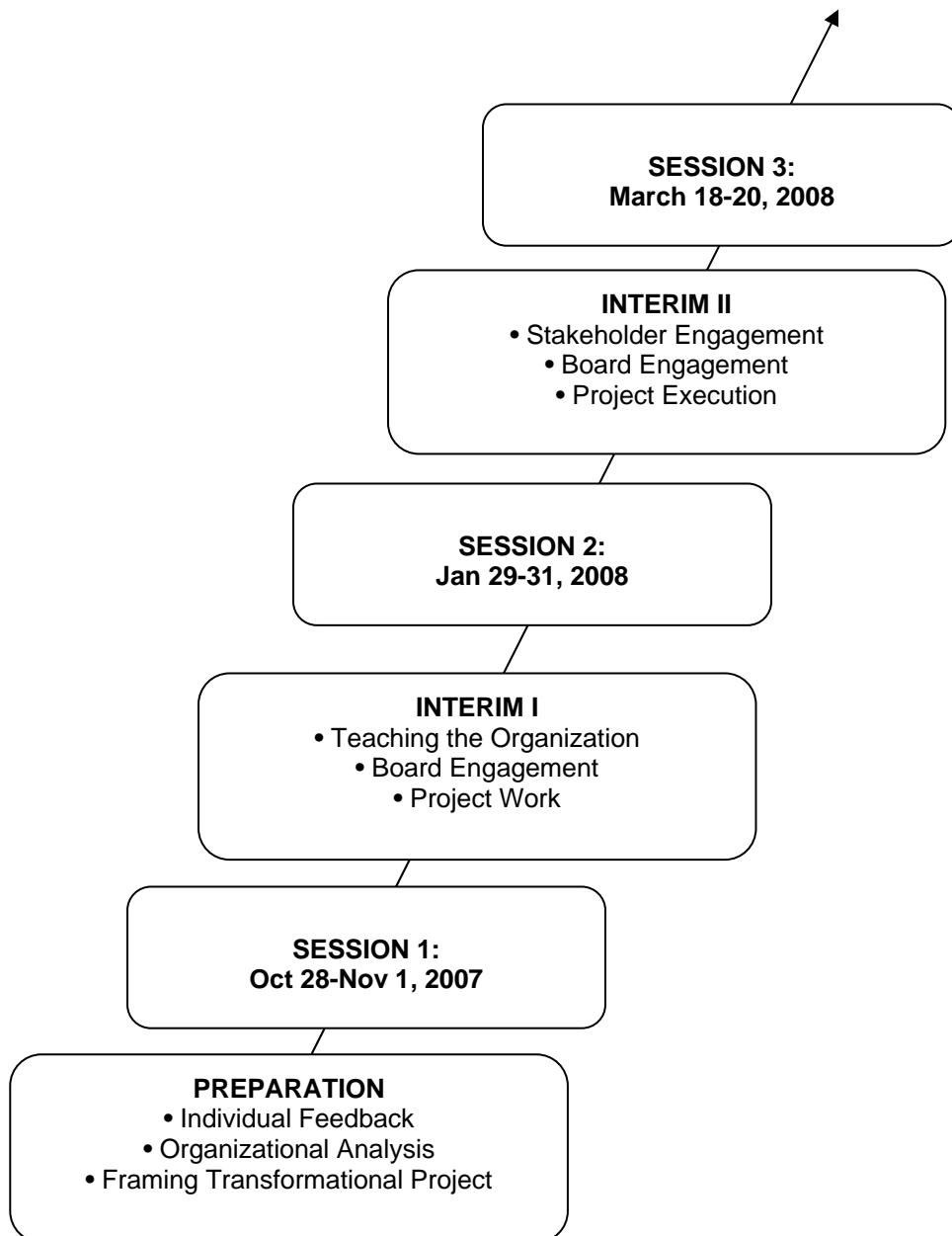
The SEL Level 2 process is based on the assumption that every BGCA organization has significant change and improvement efforts already underway. This process builds upon those efforts by asking each participating leadership team to frame a transformational project which will be significantly executed during the course of this process. The project provides focus for the leadership team's activities while participating in this process and ensures that they leave with tangible accomplishments. The project may be an entirely new initiative or may be the acceleration of work already underway.

CONCEPTUAL FOUNDATION

The program draws on his extensive practical experience applying the concepts of action learning, leaders as teachers, and the building of virtuous teaching cycles. Professor Tichy headed up the transformation of GE's famed Leadership Development Center in Crotonville, New York. He and his team have worked with CEOs or leaders in the business, not-for-profit, educational, health care, and government sectors. Their work has developed leadership capacity around the world at institutions as diverse as New York City Public School System, Royal Dutch/Shell, and the US Navy (to name only a few).

A key component of this program is the recognition that adults learn best by working on real problems, not case studies or hypothetical scenarios. Action learning enables leaders to work on problems that are of utmost importance to them while simultaneously being exposed to new tools, concepts, and skills required to solve these challenges. The premise of action learning can be summed up as "1+1 = 4". By combining a real project with individual development, team development, and organizational development, outcomes in all 4 areas are greater. Not only are project results achieved but individuals leave with more leadership capabilities, teams are more efficient, organizational alignment has been enhanced, and networks across the organization have been created. A graphical representation of the entire process is provided on the following page.

PROCESS OVERVIEW



PARTICIPANTS

The process will be attended by leadership teams from the following clubs:

- Madison Square Boys & Girls Club
- Boys & Girls Club of Pawtucket
- Boys & Girls Club of Palm Beach County
- Boys & Girls Club of Greater Ft. Worth
- Boys & Girls Club of King County
- Boys & Girls Club of Greater Milwaukee
- Boys & Girls Club of America - RVPs
- Boys & Girls Club of America - Staff

SESSION 1

The first session is an exciting launch to the process. Individuals and teams are exposed to leading thinkers and are asked to develop action plans. The first workshop will take place in Ann Arbor, MI.

A component of the session will be benchmarking a world-class not-for-profit organization in the greater Detroit area, Focus: HOPE. Founded in 1968, Focus: HOPE has the mission of providing intelligent and practical action to overcoming poverty and racism. The group will have the opportunity to work with and dialogue with Eleanor Josaitis, the agency's nationally acclaimed co-founder.

An overview of the session is provided below.

Sunday	Monday	Tuesday	Wednesday	Thursday
	<ul style="list-style-type: none">• Ideas • Outcome Focused	<ul style="list-style-type: none">• Team Mission • Team Objectives	<ul style="list-style-type: none">• Edge • Creating a Compelling Vision	<ul style="list-style-type: none">• Team Contracts • Developing Your Storyline
<ul style="list-style-type: none">• Opening• Hand You Have Been Dealt• TPOV• 360 Feedback	<ul style="list-style-type: none">• Benchmarking • Team Building	<ul style="list-style-type: none">• Values/Emotional Energy • Leading Change & Execution • Team Activity	<ul style="list-style-type: none">• Outcomes to Actions & Business Acumen • Project Planning	<ul style="list-style-type: none">• Preparing to Teach Your Organization

Session I outcomes include:

Individual:

- Development of a personalized action plan based on feedback collected before and during the session
- Clearer understanding of the role you play on this team, and how you will help to improve daily operations and project execution
- Exposure to best practices and leading thinkers in the areas of leadership, outcome focus, board effectiveness, and resource development

Team:

- A shared organizational diagnosis of priorities and development opportunities
- A shared point of view that you can teach others across your organization
- An action plan for improving aspects of your daily operations
- An action plan for accomplishing your project work and first steps completed

Organization:

- A methodology and content for teaching your entire organization that will drive better alignment, share learning, and engage people in your mission and strategy
- A plan for working with selected Board members to drive key organizational efforts, including your project
- An initial diagnosis of potential untapped partners in your community