

SHRS, COD & HMA PRESENT 2 DAY WORKSHOP



BUILDING ORGANIZATIONAL EXCELLENCE

THROUGH LEADER-FOLLOWERS

COLLABORATION

Registration time : 9.00 am to 9.30 am
Workshop time : 9.30 am to 6.00 pm

Date : **November 25 - 26, 2005**
Venue : Centre for Organization Development,
Hyderabad

Faculty : **Ira Chaleff**

From Washington DC, USA (author of much
awaited book "The Courageous Follower")

Courageous Leader - Courageous Follower

RATIONALE

Organizations are successful or not partly on the basis of how well their leaders lead, but also in great part on the basis of how well their followers follow. Surely improving the performance of followers should be worthwhile. What is the role of the follower and how does it affect leadership behavior and effectiveness? How can members of the executive team participate more effectively to create a truly dynamic partnership relationship with their leader? The relationship between leader and follower is truly symbiotic - you can't have one without the other.

When there is a crisis, when a company fails or commits some malfeasance, everyone cries out: "How could that have happened here? How come nobody said anything?" Followers have a responsibility to speak up. And the organization, if it wishes to be sustainably successful, has an equal obligation to create the environment for them to safely do so.

No matter how much partnership and empowerment there is, the CEO has ultimate authority and responsibility. But what about the responsibilities of the CEO's followers? The most capable team members fail when they gripe about their leader but do not say or do anything to help him or her improve or get back on track. To do this requires both courage and skill.

The movement away from command and control leadership has brought new leadership styles that are more democratic and coach-like. The terms "shared leadership," and "servant leader" are used to describe some of these new ways of interacting. There are also new ways of interacting in the follower role. Setting aside possible aversion to the term, the new flatter business organization requires more responsible followers and more follower-friendly leaders.

Why do smart leaders fail? What is the responsibility of those closest to their leaders for ensuring they succeed? How can they do this if leaders won't listen? These and other critical questions are examined in this provocative workshop that has the power to alter the course of careers and organizations.

DESCRIPTION

A unique, two day program for managers supervisors and professionals to examine the secrets of developing world-class leader-follower relationships.

No other program examines so closely the critical role played by those who are closest to a leader in ensuring the leader and the organization's success.

Leaders who do not attract or develop "Courageous Followers"

are at increased risk of personal and organizational failure. The workshop will open your eyes to the substantial challenges involved in creating a "Courageous Leader-Courageous Follower" culture and will equip you to move your organization closer to this ideal.

Mastering the principles and techniques presented in this culturally strategic workshop will contribute to organizational performance, integrity and your own career success.

OBJECTIVES

- Raise awareness of how to create an organization culture in which leaders and followers act as true partners in pursuit of the organization's goals.
- Maximize the strengths of both leaders and followers and minimize the impact of any weaknesses each brings.
- Enhance loyalty to the organization by creating a culture of open communication, mutual respect and continuous professional growth.
- Improve the prospects for sustained personal and organizational success.

FOLLOW
PUR

" Leaders rarely use their power wisely or effectively over the stature to help t

New Relationships for a changing world

- Minimize the conditions that lead to professional and organizational failure or to breeches of ethics that damage careers and lives.

OUTCOMES

The anticipated outcomes of the program include:

- An appreciation of the true value of dynamic followership in a global climate that only emphasizes leadership.
- An understanding of the nature of courageous leader-follower partnerships that break the stereotypes of these roles.
- Recognizing different styles of followership, including one's own and the impact of those styles on the organization.
- Identifying personal growth directions both as a follower in relation to leaders and as a leader in relation to followers.
- Dramatically improved support by followers for their leaders at all levels of the organization.
- Improved willingness and skill of followers to constructively confront leaders about styles or policies that hurt morale and performance.
- Increased quality of

communication within working groups that supports continuous self-correction and improvement.

- Professional attitudes and behaviors that prevent the serious consequences of lapses in ethical judgment.

METHODOLOGY

The course uses a combination of the following methods to achieve its objectives:

- Seminar presentation
- Training video
- Self-Assessment instrument
- Hypothetical exercises
- Case analyses
- Role plays
- Strategy development to address current situations

INSTRUCTOR

The instructor, Mr. Ira Chaleff, is the author of the Award-Winning book, *The Courageous Follower: Standing Up To and For Our Leaders*. He lives in the greater Washington, D.C. area of the United States. Mr. Chaleff works with government leaders and corporations who are seeking to find new ways of ensuring that leaders receive and pay attention to the critical information and feedback that is necessary to prevent high profile failures. Such failures have caused the demise or setback of organizations as diverse as the National Aeronautics and Space

Agency (NASA), the now defunct global accounting firm of Arthur Anderson, the notorious ENRON corporation and many others.

Mr. Chaléff's degree is in Applied Behavioral Science. He is President of Executive Coaching & Consulting Associates in Washington, D.C. and is Chairman of the non-partisan Congressional Management Foundation. He is also a senior affiliate of the international training firm IBT.



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em do so." Ira Chaleff