



## *How Teams Are Aligned Is How They Perform*

*Creating a Culture of Passionate Connected Leaders*

### *Program Introduction*

#### **The Power of Leadership Alignment**

Highly aligned teams are high performing teams. Leaders' authentic, personal connection with the "organization's way" (the defining elements of highly successful cultures) develops the deepest level of alignment to generate consistent high performance. This powerful workshop, easily customized for each organization/team and truly personal for each leader, produces real leadership alignment that delivers high-impact team results.

Today's highest performing teams are comprised of leaders who have a strong emotional connection to the team's purpose and are invested in one another's success. More than ever, team alignment depends upon leaders feeling a personal, authentic connection to a team.

Millennial-aged leaders are seeking fulfillment from their work, and fulfillment comes from an emotional commitment to the organization, team, or individual's purpose. Years of research make it clear that leaders of *all* organizations can draw upon their employees' emotional commitment by instilling a sense of shared purpose. To be effective a team's purpose must be authentic and have a personal dimension. Today's leaders want to believe their personal commitment will make a difference for another person, i.e., answering the question – how does my work make a difference in a customer's life or the world at large.

Creating high-performing teams requires that individual leaders create personal, authentic alignment with their team/business unit/company and make a difference with a customer. Companies that foster this type of authentic, personal alignment within their teams will create an environment in which the most promising employees want to make meaningful contributions. These high-performing teams will drive better business outcomes.

Relevant, powerful leadership alignment must focus on the needs of leaders and customers to meet the demands of today's business environment. Broadview believes leadership alignment with the customer in the center will drive the most consistent, sustained business results.

## Practical Approach Using Proven Tools

Broadview's proven *Power of Brand Alignment* model aligns the critical three components that will yield the most value from leadership alignment: the identified strengths and passions of a leader; the distinctive qualities of a team, business unit, or organization ("its way"); and the tangible manner those qualities create value for a customer. The team brand describes in practical terms, the team's purpose, objectives, values, leadership principles and team-member accountabilities.

This program converts the idea of leadership alignment into a set of individualized leadership actions that can be applied everyday. Broadview's *How Leaders Are Aligned Is How They Lead* leadership development program will provide each participant with knowledge, skills and customized tools to leverage her/his alignment to make a difference in how the team succeeds.

## Program Description

Broadview's *How Teams Are Aligned Is How They Perform* is a powerful, personal team alignment program that **uniquely** meets the demands of today's high-performing teams. This innovative program creates tangible, identifiable alignment between leaders' strengths and an organization's competitive strengths and strategies.

## Blended Learning Design

The *How Teams Are Aligned Is How They Perform* development program is built on a blended-learning instructional design platform. Each participant will begin the development program by engaging in a self-study learning assignment to define their leadership strengths and conduct an assessment of their perceived leadership strengths. The participant's learning is anchored by attending a 6-hour facilitator-led workshop.

## Self-Paced Learning Assignment

Participants will use the *Broadview® Personal Brand Discovery Tool* to complete a powerful self-paced e-learning personal development exercise. The unique, interactive development tool guides individuals through a personalized learning experience to identify the qualities that are truly authentic to them; measure with statistical accuracy how their authentic qualities are perceived by others; and use a set of personalized action-learning tools to more consistently lead with authenticity. The purpose of this development tool is to provide individuals with the practical tools that will enable and encourage them to be more of who they are and support their desire to be respected as a leader that acts with authenticity.

An overview of the learning modules within the *Personal Brand Discovery Tool* follows:

### **Determining Authentic Personal Qualities - Personal Brand Platform Development**

This series of exercises will help individuals define their authentic qualities using the

Broadview Personal Brand Platform model used and tested by 10,000's of business professionals. The self-paced tutorial facilitates the participant through a step-by-step interactive learning process beginning with a pairwise-comparison decision model to determine their personal values. Following the determination of one's values, each participant is guided through a self-paced, interactive process to determine his/her authentic qualities.

### **Personal Brand Assessment**

This statistically reliable, multi-rater assessment is quick and easy to implement, and provides a customized report describing how the participant is perceived by others. Professional associates, friends, and family write their perceptions of the participant in their words, unlike the preformed check-list approach used by many assessments. The completely anonymous responses from the participant's contact list provide a statistically reliable database of trusted data for each participant to analyze their own authentic, individual perceptions – not a box or color code they are forced into.

### **Perceptions Assessment Report and Follow-on Action Plan**

Each participant will be able to compare their list of self-described authentic qualities (their brand platform) to the perception data as reported by others and will then determine their actual authentic strengths and weaknesses. The report contains a series of learning exercises to close perception gaps and to leverage his/her authentic qualities to make a difference in everything they do.

E-Learning features of the *Personal Brand Discovery Tool*:

- Online audio coaches facilitating and encouraging each participant through this discovery learning process
- Assessment tool is integrated with each participant's default email client program to facilitate ease of use in gathering perceptions using her/his existing contact data base
- Accessible on multiple delivery platforms, including mobile

## *Workshop Overview*

### **Module One: Mastering the Power of Perceptions. Building Trusting Relationships and Creating Opportunities**

Perception is reality. Perception management is a universally under-developed leadership competency and a leader's strengths will be under-utilized if not clearly perceived by others. Too many leaders take managing perceptions for granted or feel they have little control over what others think about them. This complacency in proactively managing perceptions results in being misperceived by others and a missed opportunity. Leaders who are complacent about managing how others perceive them are missing the opportunity to take advantage of the power of perception management.

Module one explores how perceptions are created and how easy it is to be misperceived without knowing it. Attendees will learn the three principles of building positive perceptions and how to consciously manage those perceptions.

### **Module Two: Defining My Authentic Leadership Strengths and Style**

Every leader has his/her own “brand of leadership” that describes his/her authentic leadership strengths. The uniqueness of a leader’s strengths and style are a composite of her/his values, competencies, experiences and style. The power of leadership alignment begins with clearly and practically defining the attributes of a leader’s strengths in a framework that enables the leader to understand the obvious connections with “the organization’s way.”

Each leader will use the Broadview Personal Brand Platform Tool (as a part of their “Self-Paced Learning Assignment”) to describe his/her key strengths in terms of how she/he performs their leadership duties (“leadership standards”) and how they show up and interact with others (“leadership style”).

### **Module Three: Understanding How My Leadership Strengths Are Perceived By Others**

The purpose of this module is to understand and analyze how the leader is perceived. Each participant will be provided the findings of The Broadview Personal Brand Assessment tool that was initiated in the Self-Paced Learning Assignment.

The report from the Broadview Personal Brand Assessment will provide the participant with a reliable, unbiased, factual understanding of how others perceive them. The Broadview Personal Brand Assessment report also contains a set of analytical tools enabling each participant to analyze the data received and determine their leadership strengths as perceived by others.

The next assignment in this module is to determine the gap between the leader’s self-perceived strengths and how others perceive them. Each leader will compare their *perceived leadership strengths* with their Personal Brand Platform (leadership standards and leadership style) to determine their *Leadership Strength Perception Gap* and opportunities.

### **Module Four: Aligning My Leadership Strengths and Style with My Team’s Brand**

How well a leader’s strengths and style fit the organization is a key driver of his/her leadership success. In this module the leader will be guided through a process of discovering the level of alignment between her/his leadership style and the team’s values and distinctive qualities.

As a part of the program customization process a Broadview consultant will work with the client team to “translate” its purpose, values and distinctive qualities into a practical business brand framework, known as the Broadview Business Brand learning model. The

Broadview Business Brand model has been used for more than 20 years to translate the principle elements of an organization's or team's brand into a set of behavior-related descriptors that enable leaders to guide their decisions and actions to reinforce the organization's promise made to customers.

The learning model to discover the level of leadership alignment is known as the *Broadview Power of Brand Alignment*. Leaders will quickly discover the alignment strength by comparing the dimensions of their authentic Personal Leadership Brand with the dimensions of the team's Business Brand model. The strength of the Power of Brand Alignment model is its use of congruent learning brand models that enable the leader to clearly identify the specific areas where her/his strengths are in alignment with the team's brand.

### **Module Five: An Action Plan to Focus My Leadership Alignment**

Through the facilitation of a series of action-learning exercises, leaders will begin learning how to be more effective by leveraging their leadership alignment. Following the action-planning exercises each leader will develop a 21-Day Leadership Alignment Action Plan that will provide a set of perception management guidelines for key situational leadership opportunities.

#### *Reinforcement Learning Experience (Optional)*

Two-weeks following the workshop a web-based group, led by the workshop facilitator, will allow the participants to share experiences implementing their personalized Acceleration Plan and review/ask questions about the key learning concepts from the workshop.

### *Program Benefits*

Leaders of all levels will be provided the practical knowledge and tools to leverage their authentic, personal alignment with the team brand. Each leader will leave the program energized and empowered to make a difference for customers in a way that competitors can't match.

Following are the key benefits each participant will receive:

- A clear, practical definition of a leader's authentic strengths.
- A practical understanding and set of skills to create and manage perceptions.
- A practical guide that defines the specific perceptions associated with leadership strengths and how they are applied in different situations.
- A statistically reliable assessment of how a leader's strengths are perceived by others.
- A practical understanding of the "team brand" in terms of how it shows up internally and with customers.

- A clear understanding of alignment between the leader's strengths and the "team brand."
- A 21-day action plan to more effectively apply a leader's strengths to have more impact on the authenticity and power of the "team brand" to drive the organization's success.