


A GRANDER GOAL

LEADER'S GUIDE

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TRAINING SESSION OVERVIEW

The video and exercises, as laid out in this Leader's Guide, will take from one to two hours, depending upon class size and how much time you allow for large group discussions.

The ideal class size should range from 10 to 18 learners. If your time is limited, choose only the exercises that would be most beneficial for your organization.

The target audience represents white-collar managers and supervisors. This training program can stand-alone or can be part of a day-long leadership training program using all four *Lessons in Leadership* pieces. This could be part of a larger organizational change initiative or incorporated into an ongoing OD process.

To open the training session, you may wish to summarize why the participants are in this session and what they will be doing for the next one to two hours. You could say:

We're here today to learn about transformational leadership. We will see a short video where we will be introduced to a truly inspirational leader. We will have an opportunity to examine some of our own beliefs and see what role choice has in our behaviors. And finally, we'll explore what it means to be a mentor. You may discover how critical it is to model the behaviors you want others to exhibit.

The more you put into this session, the more you'll take away. Participation is important!

ADDITIONAL MATERIALS NEEDED:

VHS Videocassette player and monitor

Whiteboard or blank flipchart and markers

Handouts and pens

IF YOU HAVE ADDITIONAL TIME IT WOULD BE VALUABLE TO REVIEW THE FOLLOWING WITH PARTICIPANTS:

Learning Objectives

Class Outline

A flipchart listing the following ground rules:

This is not a time to vent about the organization

Treat colleagues with respect

Speak in turn

Keep private information private

Participate!

LEARNING OBJECTIVES

At the end of this program, learners will be able to:

1. Define “change agent.”
2. Identify three characteristics of transformational leaders.
3. Describe how individual choice impacts different responses to difficult circumstances.
4. Define mentoring and state how this concept can benefit their organization.

CLASS SEQUENCE AND TIMING

Training Session Activity	Approximate Time (in minutes)
Training Session Overview	5 - 15
Opening Exercise: Self-Assessment	15
View Video	11
Large Group Discussion	15
Choices: Small Group Exercise	15
Journal Exercise	15
Benefits Exercise and Close	15
Total time	1 hour, 31 min. – 1 hour, 41 min.

SELF ASSESSMENT: EXERCISE 1 (15 minutes)

INDIVIDUAL WORKSHEET

Leader: Introduce yourself and have the class introduce themselves. If you haven't already introduced the content you could say:

Today we're going to take a look at an inspirational leader in action and learn about transformational leadership. Before we watch the video and meet Stone, let's take a few minutes to see where you rate on the change leadership scale.

Hand out the Self-Assessment worksheet, with scoring and Part 2 on the back side of the handout.

This is a short form to assess your attitude about change. You will not be turning this in. It is only to be used for your information, so be as honest as possible. When you are done rating the statements, turn the sheet over to learn how to score yourself. Then finish filling in the answers for Part 2.

When everyone has finished, sum up with:

Was anyone surprised by their results? This self-assessment is yours to keep. After we see the video, we'll have an opportunity to share the information you filled out in Part 2, about people who have changed your life.

SELF-ASSESSMENT: EXERCISE 1 HANDOUT

PART 1

Instructions: Where do you rate on the change leadership scale? Score yourself on a scale of 1 to 5 for each statement. This is not to be turned in. It is simply for your personal information, so be honest with your answers. When you are done, total your score, turn the sheet over to interpret your score, then complete Part 2.

1	2	3	4	5
Never	Seldom	Sometimes	Often	Always

Statements

1. You can teach old dogs new tricks. _____
 2. I try to be a positive influence in others' lives. _____
 3. Co-workers feel they can come to me for help. _____
 4. I believe I have a choice in how I respond to difficult situations. _____
 5. I try to set a good example for co-workers. _____
 6. I am open to changes in my routine or environment. _____
 7. I believe that it's possible for a person to positively influence someone else's life. _____
 8. While we may not be able to change our circumstances, we can control how we behave. _____
 9. We are shaped by our beliefs. _____
 10. Beliefs are not fixed and can be changed. _____
- TOTAL: _____

VIEW A GRANDER GOAL (11 minutes)



SYNOPSIS

Stephen Covey introduces the video by asking, “How do you teach the lessons of tolerance and forgiveness to others?” Michael and Laura Timmis, who have been working to break the destructive cycles of suffering and poverty in a small community in Uganda, were given the answer to this question when they met “Stone,” a remarkable young man who serves as a model for a new kind of leadership.

Michael explains that his desire to help a group of directionless young men who were about 16 years old, ultimately led him to Stone. The young men wanted to be involved with a soccer team. After the team had formed and practiced for a while, Stone appeared and volunteered to coach without pay.

We learn the story of Stone’s soccer career, and how he progressed to become a professional player. But just before he made the Ugandan national team, Stone was cut down from behind during a match, permanently injuring his knee. His opponent intentionally caused the injury and Stone’s career was ended. Stone was able to forgive the other player and told him, “Don’t worry about it. You did what you had to do.” This was remarkable in a country with a deep-seated culture of revenge.

While Stone coaches the boys, he becomes an inspirational leader for them. Their community and their family had rejected the boys as “troublemakers.” We hear from Stone himself, “We look at these boys to give them a sense of direction . . .and give them a frame of mind. . .which can help them in the future.” The base of the team is love and forgiveness, which is more than just the message Stone teaches. It is embodied in his life. That’s the most powerful aspect of what he does. The boys see that Stone actually lives everything he teaches, which Michael Timmis says, “challenges the boys to be like him.” Stone empowers the boys, not just by his example, but also by giving them life skills and trusting and believing in them. Stone summarizes with, “Your life is entirely on you. What you have in your mind is what will shape your future, is what will shape you.”

Stephen Covey in his summary tells us that we have a choice about our behavior and calls on us to examine our own attitudes and behaviors. Leadership is not about what you say to others, it’s about “how you live your life.”

LARGE GROUP DISCUSSION (15 minutes)



Leader: Address the group as a whole. Write the answers on a flipchart or a whiteboard.

“What you have in your mind is what will shape your future, is what will shape you.” Stone’s message couldn’t be simpler or more eloquent. What makes his message so powerful?

Elicit responses such as:

- He leads by his example.
- He lives his values.
- Cut down at the height of his career, Stone chose to forgive and help others.
- Stone’s values are so different from the values of the culture at large.
- He is selfless and coaches these boys for free.
- He chose to help boys that the community had rejected as troublemakers, by trusting them and teaching them important life skills.
- He embodies characteristics of a transformational leader.
- His belief in the power of forgiveness and love is transferred to directionless “wild boys” who are changed and will go on to change others.

Leader:

Let’s talk about change and how it affects the workplace. Think of the changes that have occurred in your lifetime, just in technology alone. Have you ever been asked by a child, “What was your favorite video when you were a kid?” Or, “What was your favorite computer game?” Changes, fueled by advancements in technology, are transforming how we interact, how we play and how we work. Organizational change is necessary to be successful in today’s marketplace. Our work tools, work environments and working conditions are changing more than ever. What is the most common reason that most organizational change initiatives fail? Employee resistance. People are more likely to change if they believe it’s in their best interests, if they choose to change, rather than are forced to change.

As a manager [or fill in job function here], you may be called upon to be a change agent, a person who helps bring about change in your organization. This change may be as simple as creating new efficiencies to enable your organization to compete in today's economy. What qualities do transformational leaders have? Let's go back to Stone and your own personal change agents to see what characteristics these people share.

Tell participants to refer back to their Self-Assessment Handout. Ask if anyone wants to share their stories about people who changed their lives. Limit these stories to 5 minutes.

Now let's come up with characteristics that these change agents may share.

Elicit responses such as: **They...**

- Empower others through a belief in them.
- Set an example.
- Can lead others.
- Demonstrate trustworthiness by living their values.
- Exhibit the behaviors they want others to follow.
- Listen well and are supportive.
- Inspire others to do their best.
- Use frequent positive re-enforcement.
- Encourage risk.
- Develop a vision.

CHOICES: EXERCISE 3 (15 minutes)



SMALL GROUP DISCUSSION

Leader:

Now that we've identified some of the characteristics of a transformational leader, or change agent, let's explore how someone's outlook can affect their ability to positively influence others. You're going to break up into groups of three to four people and see if you can figure out why different people respond in dramatically different ways to the same challenges. You'll be discussing why some people live their lives as "Captains of their Ships," while others feel like they're on a rudderless ship in a treacherous sea. As a group, brainstorm some possible explanations. Have someone take notes to report back to the large group when you are done. You'll have seven minutes.

Distribute the handout. Visit each group to insure they're staying on track.

When the time limit is up, have everyone face forward, and go from group to group to listen to each summary. Conclude with the following:

It is true that we are shaped by our genetic heritage and our life experiences. And while we face different hardships and have greatly varied opportunities in life, some people still manage to remain positive in the face of great adversity. What is remarkable about Stone is that he was intentionally injured at the height of his athletic career and chose to forgive his opponent. Guided by love and forgiveness, Stone has chosen to help others rise above their lot in life and be the best that they can be. As Covey said, "Each of us has a choice—to accept cycles of destructive behavior and attitudes of the past. . . Or to change our own behavior and attitudes, to become a positive model for others."

JOURNAL ENTRY: FUTURE INTENTIONS EXERCISE 4

(15 minutes)

Leader:

Did you know that some people think the definition of insanity is doing the same things over and over and expecting different results? I'm going to give you an opportunity to reflect on areas in your life that could benefit from change. Take a moment to privately answer the following questions.

Begin handing out the written exercise.

This will not be collected or shared in class. It is meant to provide you with a call to action, or a personal intention statement that reflects what you learned here today. Keep this journal entry in a place that you frequent, so you may remind yourself of your intentions on a weekly basis over the next month or two and note your progress. You will have 15 minutes.

JOURNAL ENTRY: FUTURE INTENTIONS

EXERCISE 4 HANDOUT

Instructions: Take a few minutes to answer the following questions as honestly as possible. This is a private exercise for your own information. You have 15 minutes.

Today's Date: _____

1. Is there an area in your personal life where you feel stuck? Briefly describe:

2. Is there an area in your professional life where you feel stuck? Briefly describe:

Remember that real change often comes from within. Outer change can be the result. Our beliefs about others or ourselves are often part of the problem. Would changing some of your thoughts or old beliefs help get you unstuck?

3. What would it take to improve the situation you described in question 1? List some of the steps necessary to bring about a desired change.

4. What would it take to improve the situation you described in question 2? List some of the steps you could take to bring about the desired change.

5. Write a personal intention statement that reflects your learning today. The thing I most want to change is:

What I intend to do to affect this change is:

Keep this journal entry and refer back to it weekly to note your progress in achieving your personal intention statement.

BENEFITS AND CLOSING EXERCISE (15 minutes)



LARGE GROUP DISCUSSION

Leader:

A mentor, in the workplace, is a trusted guide who develops co-workers. Just as Stone serves as a mentor and leader to the young soccer players, we can develop our mentoring skills as a way to help our co-workers adjust to and even embrace change. If we are trustworthy and willing to trust others we can create an atmosphere of trust in the workplace. The way we treat people influences their behavior.

Covey says, "It's not what you say or teach to others that's most important. It's how you live your life that can truly affect people." As managers and leaders, we must model the behavior we want others to exhibit, or, as Stone does, lead by example.

Let's take a look at how this can benefit our workplace. Regardless of the rate of change an organization is experiencing, raising the bar on employee performance is always a value proposition. As mentors and transformational leaders, let's take a quick look at some improvements we can bring about at our worksites.

Write **Problem Spots** on a flipchart or whiteboard.

What are some problem spots in your departments where changes in employee performance could result in significant improvements? You can refer to the work problem you thought of during your journal writing exercise or come up with something new. Let's list these on the board.

List as many of these as you can in five minutes.

Not all problems can be solved or minimized through mentoring. So, since some performance problems require additional resources, better tools or environmental changes, let's focus on the problems that can be significantly impacted through human intervention.

I'd like everyone to pick one problem listed here and come up with a possible solution, using some of the skills and characteristics of a transformational leader. I'm going to move down the list. Raise your hand if you're interested in the item that I'm pointing to.

Write the person's name near each listing until everyone has volunteered. Give participants a couple of minutes to generate solutions.

Ok, now let's go around the room and hear a brief suggestion or solution for the problem you've chosen.

Each participant should come up with a brief solution for his or her one chosen problem.

Great ideas! I can tell that many of you are anxious to go back to your work groups and start practicing your new leadership skills.

Ask if there are any questions before you wrap up. Close by thanking the participants for their contributions. Remind them to refer back to their personal intention statements. Conclude by saying:

In Chinese, the symbol for adversity is the same as the symbol for opportunity. Remember to consider the choices you can make. It's up to you.

COMPANION VIDEOS

Encouraging the Heart

Success is about putting our hearts in our business and our business in our hearts. That's the revolutionary premise of this important video from experts James Kouzes and Barry Posner, who gave us *The Leadership Challenge*. Here they clearly outline how people perform extraordinarily when genuinely appreciated for their dedication and recognized for their achievements. Viewers will see real-world scenarios and enlightening interviews about this "soft skill" that's really the hard stuff. They will learn the Seven Essentials of Encouraging the Heart: Set clear standards, Expect the best, Pay attention, Tell the story, Personalize recognition, Celebrate together, and Set the example.

And When You Fall...

Every organization and individual can find a way to apply Olympic champion speedskater Dan Jansen's story to their work and personal lives. In just four minutes, this dramatic video seizes the anguish of adversity, then celebrates the explosive victory that moved the entire world to a standing ovation. After this compelling, thought-provoking meeting opener, you'll never again hear "It can't be done."

Covey Leadership Series

Dr. Stephen Covey has created a comprehensive library of five video workshops on leadership development. Each program offers dynamic leadership training and is available as a stand-alone product, or all five are available as an entire set for a comprehensive training series on leadership skill-building. The series includes: *I Know Just What You Mean*, *Leading by Example*, *Mauritius, Max & Max*, and *Tearing Down Walls*.

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