

HANDEL GROUP

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LEADERSHIP DEVELOPMENT PROGRAM

High Potentials: The Future of the Company

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Most organizations are interested in building and developing solid leadership “bench-strength,” a team of executives who have the potential to lead and run the organization when the current leadership retires or moves on. Through our customized workshop, seminars, group and one-on-one executive coaching, we offer an innovative and proven approach for greatly improving that bench strength and ensuring a smooth succession process.

Overview of the High Potentials Program

This program is designed to develop a team of executives who are considered to be High-Potentials (HiPo’s) into remarkable business leaders who can lead the organization to great success when the time comes. Of course, these executives are already great men and women as they are; the program goal is to liberate and enhance their innate gifts while identifying and mitigating counter-productive behaviors in order to create executives capable of producing unexpected results within the company, for the present and the future. Being a part of fast-moving community of learners is an experience that inspires and brings out the best in these emerging leaders.

Program Structure

Assessment Phase

Handel Group® will conduct an assessment of each HiPo based on information gathered from company administered 360's, as well as from interviews with executive managers, colleagues, and/or direct reports. We will use that information to understand the obstacles/impediments each HiPo faces, what has improved, and what needs improving. This information will allow us to determine the conversations we need to engage in, as well as the actions that need to be taken to ensure our intended outcome for the HiPos. If needed, we will meet monthly with the HiPo's superiors in order to ascertain and accommodate their wishes and insights regarding the future leaders of the company and to keep them updated about our progress.

Seminar/Workshop Phase

In an initial 2-day workshop, Handel Group® will begin to educate, train, and develop the participants' skills and abilities by introducing Handel Group® methodology.

- “Designing Your Leadership” - This seminar will focus on designing the basis for the HiPo's future leadership careers and will begin to examine the current traits and behaviors of each participant. The emphasis will be on distinguishing the present realities as a first step toward creating a more powerful context from which to lead. We will also work on the distinct qualities and actions that source great leadership, such as Personal Integrity®, controlling one's inner dialogue, and learning to have the “difficult” conversations. Participants will examine current traits and habits that are inconsistent with their commitment to becoming extraordinary leaders and begin to invent new practices that are in line with their commitment.
- At the end of the program, Handel Group® will lead a final 4-hour workshop where each leader will share and present who they are as a leader (their “I AM”).





Program Structure

Coaching

The Handel Method® is not a “one size fits all” program. It is a naturally customizable process for discovering each unique individual’s strengths, weaknesses, and issues, combined with an effective and proven technique for enacting behavioral change. Our coaching clears a path for leaders to fully utilize their natural abilities in ways that are highly effective and forward thinking.

We pride ourselves in the distinction that our coaching methods are both extremely effective and thoroughly satisfying. In private one-on-one sessions, High-Potentials will create individualized plans with their Coach. These plans are aimed at preparing High-Potentials to embrace the emerging demands required to lead the organization into the future. The coaching is designed and delivered in a process that results in leaders experiencing coaching as a privilege, as opposed to feeling pressured or flawed. Participant satisfaction is a welcome natural outcome of the coaching process.

Participants will be given assignments at the end of the seminar and each will be supported through the coaching to develop their leadership. The best outcome in developing a leader is achieved through one-on-one coaching. We recommend that each leader participate in a 6 month coaching engagement (12 sessions), if not a full year.

If the budget is more limited, we can conduct group coaching for groups of 5-7 people by teleconference. We recommend two 1.5-hour sessions per month for the six months (12 sessions per group).

Monthly Group Sessions

To enable a community experience and to enhance the development of each High Potential within a community of leaders, Handel Group® will lead 6 monthly all-HiPo 2-hour meetings or teleconferences. In those meetings Handel Group® will enable knowledge transfer among participants, reinforce a culture of accountability within the program, and drive further learning.

Workshop and Coaching Targeted Areas

Being the Author

Most people do understand that they are the authors of their lives, meaning that each of us is writing the story of our life down to the judgments, opinions, feelings, and next actions. However, what many people have not yet understood is that they are also authors where their lives are not working. In the parts of their lives where they are not happy, they typically regard themselves as reporters of facts rather than the author. We generally relate to our lives and to our personality as merely a report on the facts of how it is, rather than as something which we created. This allows us to avoid taking real responsibility for our lives and control of our destinies. How things are can be left up to luck and blamed away on circumstances or character flaws which, in turn, justify why our life is or isn't working. In most cases, if we understood we were the author, we would go back and fix the story, tell our side, tell the truth, and ultimately, build a better character. Looking at your life, both past and present, from the point of the view of the author is a key step to developing Personal Integrity®.

The Language of Accountability

Accountability is the ability to manage one's self and others, to keep and maintain agreements, goals, or deliverables, and is the result of a "no-excuses" mindset. To the accountable person, it is a privilege to be reliable and produce results that are extraordinary or impeccable. We teach the language of accountability, which minimizes drama, excuses, explanations, and justifications. Leaders are trained to hold their direct reports to account without bullying or using other negative deterrents. Communication is no longer political or personal, allowing a new sense of freedom and a spirit of creation and cooperation, which enables results to soar.

Powerful and Effective Communication

The ability to communicate directly and effectively is one of our most powerful tools, but many of us tend to let our fears and insecurities guide our conversations, or lack thereof. We may avoid discussing important issues because we predict how the communication will go even before it has occurred. In this area, we will explore Handel Group® principles that teach exceptional communication. We give participants the tools for cultivating strong communication skills in a clear, direct, and effective manner and assist them in having the "difficult" conversations they have been avoiding. Through action, buttressed by coaching, the participants will experience first-hand the value of leaving nothing unsaid, responsibly and consistently. Without this level of communication, exceptional leadership is impossible.





Workshop and Coaching Targeted Areas

Telling the Truth

By nature, humans opinionate, judge, complain, whine, assume, expect, ignore, withhold, victimize, defend, fight, justify, deny, keep secrets, hide, pretend, fake, manipulate, lie, cheat, steal, exaggerate, selectively remember, disguise with humor and niceties, BS, get hurt, get embarrassed, fester, and more. It is critical to recognize that this is just human nature and that even though we all engage in these embarrassing behaviors we can help ourselves learn to limit them. We will help you recognize that the only access to evolving the human condition is to bring love and acceptance along with a form of control or “leash” to the side of you that is inclined to do these things. You will learn to have a sense of humor about it all, to make friends with your “bad” side and your negative traits. You will gain the ability to laugh at yourself and tell it like it is. You may even have a pet name for yourself when you “go there” and the people in your life know it too and are given permission to call you on it.

Understanding Your Personality

We investigate individuals’ personality traits and styles of behavior. Participants will explore the source of their own personality, as well as work on developing their effective traits and abandoning the negative ones. These changes are not merely suggestions – rather the participants will instinctively sense the strong incentive for change, and with guidance from their coach, will implement the changes and realize the benefits firsthand.

Personal Integrity®

We define Personal Integrity® as living by your own values - your highest standards for yourself. It is aligning your heart, your head, and your actions. Having Personal Integrity® requires the ability to keep the promises you have made to yourself and to others in matters large and small. It is doing what you said you would do when you said you would do it. We train clients to identify and define their Personal Integrity® and to learn to honor their own ideals and values.

Listening and Your Inner Dialogue

This course deals with our natural tendency to shut down communication with others and the reality of a situation when under pressure or stress. When confronted by difficult situations, we often defer to our own inner dialogue rather than truly listening and addressing the reality of a situation. Participants will learn how to differentiate their inner dialogue from reality and learn concrete steps to effective listening.

Workshop and Coaching Targeted Areas

Developing Your Team, Growing Your Business

Often leadership is sacrificed by the day-to-day tasks of managing a business. This course will offer participants innovative ways to successfully navigate the challenges and dynamics of both a growing or veteran business, while managing and expanding the capacities of employees and themselves.

Being an Extraordinary Leader

Your team is a reflection of you. You must walk the talk. Great leadership includes the ability to listen to someone's truth even if it doesn't match yours. It also includes owning your bad behaviors. This course teaches people to see their own impact on their team, take ownership of anything that is not working, and develop tactics to stop the bad behaviors in a fun and effective way while developing an effective team.

The Handel Method®

Handel Group® addresses the success of a corporation by focusing on the thoughts, actions, and relationships of its executives. We offer a unique opportunity to address many challenges facing a business - from leadership development to the often-overlooked issue of repairing damaged working relationships.

Leadership is often sacrificed to the day-to-day tasks of managing a business. We make it possible for leaders to recognize and remove self-imposed obstacles that impede true leadership. We work on multiple aspects of leaders' effectiveness including accountability, communication, personality, and Personal Integrity®. As a result, our coaching clears a path for leaders to fully utilize their natural abilities by fostering the creation of practices and behaviors consistent with our clients' extraordinary leadership. The result is an organization of highly effective and forward-thinking executives.

Successful teams are the product of aligned goals, trust, and open collaboration. Too frequently, however, counter-productive human dynamics create divisiveness that prevents optimal performance. Dysfunction within an organization is, at the very least, expensive. At its worst it can kill a business. Even teams with the most talented professionals can fail to operate cohesively and collaboratively, limiting their optimal potential. "Unspoken" issues - intellectual and emotional, political and personal - undermine both the individual and the organization.





Workshop and Coaching Targeted Areas

Handel Group® works with teams to reveal and dissolve obstacles, no matter how unpleasant and deep-seated. As a bonus, the process brings joy back to the workplace, and happy people are good for business. Where management tends to tread lightly, or not at all, Handel Group® creates harmony from discord.

The Handel Method®, in addition to its corporate applications, has been generating unparalleled results in the federal government and in colleges and universities across the country. It is the foundation of the courses we teach at MIT, Stanford Business School, NYU, and others. The Handel Method® revolves around several key concepts. Perhaps most importantly, we deal with a person's personality traits. Every human has negative traits; usually these traits go undistinguished or ignored and therefore wreak havoc in the workplace. We train people to look at themselves honestly and without judgment, emphasizing the irrefutable personal rewards available and the universal nature of this concept. In environments often inhospitable to transparency, we instruct people to tell the truth and discover which personality traits sabotage their highest vision of themselves and their organizations. To impact the culture of a company, you have to get people to openly address the real issues. These conversations are extremely freeing for people and are necessary for creating a culture of creativity and productivity in an organization. We recommend starting at the top, as people tell the truth when they hear the truth.

Another key concept is Personal Integrity®. In its simplest form, people who have Personal Integrity® keep the promises they make to themselves and to others and act in ways that are consistent with their own highest values. We have people examine where their integrity is lacking, why it is that way, and how to design rules and actions to reach a higher level.

The Handel Method® also includes techniques for defining goals and creating actions to achieve them, developing highly effective communication skills, having hard conversations, designing an inspiring future, and controlling inner dialogue.

The Handel Method[®] and One Page Strategic Planning

Each method has a consistent approach in that the initial activity is to create the desired end state and then create the actions necessary to achieve that end state. Both require generating the best possible outcome then organizing to make the outcome a reality. With One Page Strategic Planning, the organization collectively creates the desired end state, then it creates the necessary organizational alignments and actions that are needed to reach that goal. The end state and the steps are to be consistent with the values, principles, vision, and mission of the organization. Some variations of this process involve individual planning to reach the collective goal.

Handel Group[®] is well suited to provide this “best in class” methodology. We have a wealth of experience in working with organizations to create vision and mission statements that not only inspire the workforce but also produce the desired results.





Our Commitment - How Are We Different?

Yes, we improve productivity. Yes, our work affects the bottom line. Yes, we get people working together smoothly. But it is how we accomplish all these things and much more that makes us a very different kind of company. We are not afraid to go deep. In fact, we have the conversations that other consultants do not know how to have or are unwilling to have, and we have developed the proven methodology to enact lasting change.

Executives are people, and all people have issues. However, most people also have a deep desire to be great. Unfortunately, the path to being an extraordinary human is often elusive, and the dream falls victim to habits, fear, inertia, ignorance, distraction and/or disillusionment. Handel Group® excels at identifying the most critical obstacles to success and unlocking executive potential. We have differentiated ourselves from other consulting companies for a number of key reasons; we are experts at getting to the heart of the matter; we get people dreaming again and behaving in ways that are extraordinary; we resolve what is deadening them, whether it is their avoidance of difficult conversations, harboring past disappointments, or even problems that seem more personal than professional. Through our coaching, we finish issues. Our clients are left in a powerful place: proud of themselves, excited about the future, and taking consistent action toward achieving their goals. Our coaching is delivered in a respectful and professional manner, resulting in profound client satisfaction.