

Turning Problems into Results: New Skills for Team Leaders

Stepping into a leadership role in today's workplace is not easy. Being responsible for delivering results while working with and leading teams or groups requires specific management and leadership skills.

- Problems are tough and don't have ready-made solutions: You have to find your own path.
- Dealing with problems requires effective team-work: Teams need to be creative, agile, and flexible.
- Teams consist of people with different priorities and perspectives: You need their commitment.
- Results require alignment within your team and across organizational silos and other boundaries

'*Turning Problems into Results*' is a *one-day program* designed for you. Whether you're in government, business, or a non-profit, it will help you handle your new responsibilities and authority, and provide you with principles and practices for *leading teams and achieving results*.

What you'll get:

- Consultation, inquiry, and listening skills.
- New ideas, perspectives, and diagnostic tools.
- Practice through working on your own cases with your peers.

How you'll learn:

- Through a participative, interactive learning environment.
- Through exchange with instructors and peers in the classroom.
- Through work in small groups to explore ideas and practices.

You'll take home:

- A deeper understanding of the challenges of leadership,
- New tools that enable you to get better results, and
- Improved skills to handle your leadership role and responsibilities.

Course Content

Part 1: Leadership Challenges

- Tough problems
- Team-work
- Results

Part 2: Leading as Adaptive Work

- Handling adaptive and technical work
- Improving awareness of what is really going on

Part 3: People, Roles, and Systems

- Understanding the system you're in
- Seeing and separating people, roles, and systems
- Clarifying roles

Part 4: Moving from Talk to Action

- Results-oriented leadership
- Tools for results and performance accountability

Instructors



Dr. Mark Addleson is a professor at the School of Public Policy's Masters Program in Organizational Development and Knowledge Management. He was formerly head of General Management area at the Wits Business School, Johannesburg, South Africa. A published scholar and consultant, Mark is completing a new book called *Management is Obsolete! An Inquiry into Knowledge-Work and a Guide to Organizing It*

Christiane Frischmuth is an Associate of the OCL Group who also does leadership development work. She holds an MA in Political Science. Her clients included leaders in international organizations and governments who work in complex environments where the role of the organization and the politics and relationships with the clients change constantly. She has designed, led and facilitated leadership programs for over 20 years and works extensively, in Africa, India, and the Far East.

Raj Chawla is a Principal of the Organizational Coaching and Leadership (OCL) Group, LLC. He has a Masters degree in OD and is a certified Master Coach with the International Coaching Federation. A consultant to leaders at the World Bank who rely on their ability to engage and influence others while leading from the middle, often without formal authority, Raj has many years of consulting experience in the leadership arena.

Information and Registration

Date & Location:
Friday, January 28, 2011
3400 Fairfax Dr. Arlington, VA

Cost:
**\$449, including all materials,
coffee&snacks**

Information & Registration:
Sarah Walz, swalz@gmu.edu

A preview of the course themes is available on Youtube: <http://www.youtube.com/watch?v=mCrCSZY4vnc>