

## Learning Collaborative Management Academy Overview

The LCMA is year-long enrollment in a program that we developed to upgrade our clients' ability to lead, manage, and collaborate. People can enroll individually, or organizations can enroll groups of executives, managers, and high-potential staff. Everyone from CEOs to staff without any managerial responsibility value their participation in the LCMA.

In terms of programming content, our objective is to provide content that results in managers being better equipped to manage and deal with the challenges and stressors of the job while building skills. In our view, managers need to amplify their resilience, objectivity, and awareness of self and others as they learn actionable approaches to people problems. We have delivered the LCMA content for over a decade and know it works.

The inception of the LCMA format was in mid-2019 when we realized that we could make our programming more accessible to safety net organizations by adopting a cost-sharing model. The recent need to deliver all training virtually resulted in opportunities to provide training even more affordably.

The LCMA consists of two basic two segments:

- Core Training in Managerial Excellence: 10.5 hours of interactive training and development delivered in 1.5-hour sessions over seven weeks. Each manager takes the KAI and the free short-form version of the Actualized Leader Profile ([www.alpfree.com/arudia/](http://www.alpfree.com/arudia/)) (upgrade to the full version is available) and receives a hard copy of Arudia's own *The Workplace Toolkit: Actionable Approaches to People Problems*. See Attachments A for session descriptions.
- 10 Months of Power Skills Training: After managers complete the Core Training, they have access to a wide range of programming and other resources. The resources are intended to hone the manager's self-awareness, skills, and capacity to address challenges. The continuity of programming ensures that the training sticks, and that managers develop higher level skills. We deliver Power Skills Training (see Attachment B for Power Skills) in the following formats:
  - 30-Minute Monthly Live Webinars: Reinforces the Core Training, delivered at multiple times each month, and recorded for easy access (see Attachment C for a list of previous webinars);
  - Accelerated Programming: One to 1.5-hour webinars designed to build new skills and team taught with experts in their respective fields. Examples of topics include human resources, budgeting, running an in-patient program.
  - Online Courses: Self-paced on-demand programming to deepen mastery of *The Arudia Win-Win Conversation Model* and *The Arudia Coaching Model*.
  - Companion Webinars: Short recorded webinars with a Facilitation Guide and Team Member Guide so that managers can develop their own team.

We also support our clients with portal access to all of these resources and more. Please refer Attachment B for more information about how our programming supports the development of specific skills.

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Arudia

## Attachment A: LCMA Core Training in Managerial Excellence

Session	Program Description
Sessions 1 and 2	<p><b>Lead, Manage, and Collaborate with Style</b></p> <p>Have you ever wondered why a colleague, friend, or family member seems to approach life so differently? Learn about different problem-solving styles and what these differences mean for leadership, management, and collaboration. You'll take the Kirton Adaption-Innovation Inventory (the "KAI"), learn where you fall on the Adaption-Innovation Continuum and what that means for meetings, solving problems, and leading and managing 360 degrees.</p>
Session 3	<p><b>Coach Like A CEO</b></p> <p>Amp up your capacity to lead, manage, and collaborate by utilizing the five-step <i>Arudia Coaching Model</i>. Coaching is a process that harnesses the power of thought-provoking questions to support colleagues in amplifying their creativity as they generate solutions. People who use coaching skills get better results because they more effectively engage with each other, nurturing a collaborative, trusting environment.</p>
Sessions 4 and 5	<p><b>Upgrade Your Personal Operating System</b></p> <p>Today's challenges require you to be a better, more adaptive, and more resilient leader, manager, and team member. Upgrade your personal operating system not by working harder, but by transforming the way you think. Harness the kind of objectivity that makes you an island of calm in the tsunami of fear and doubt. Inspire loyalty and commitment. Learn your leadership style and what it means for operating under stress, and your impact on team and organizational culture. Check out the free assessment for a preview of your leadership style. (<a href="http://www.alpfree.com/arudia/">www.alpfree.com/arudia/</a>)</p>
Sessions 6 and 7	<p><b>C-Suite Communication Skills for Today's Challenges</b></p> <p>Uplevel your capacity to solve problems collaboratively, creatively, and with greater engagement and buy-in using <i>The Arudia Win-Win Conversation Model</i>. Transform potentially difficult conversations into opportunities to solve problems, grow professionally, and reinforce trust. <i>Win-Win</i> skills include neutral language, resonant listening, reducing defensiveness, and techniques for encouraging clear, results-focused communication.</p>

## Attachment B: Power Skill Development

Power Skills	LCMA Programming
<p>1. Capacity for Creativity and Critical Thinking</p> <ul style="list-style-type: none"> <li>○ Complex problem solving</li> <li>○ Cognitive flexibility</li> <li>○ Harnessing cognitive diversity</li> </ul>	<ul style="list-style-type: none"> <li>● Core Training: Lead, Manage, and Collaborate with Style</li> <li>● Monthly Webinars</li> <li>● Accelerated Webinars: Strategic Planning</li> </ul>
<p>2. Change Management</p> <ul style="list-style-type: none"> <li>○ Willingness to be flexible, agile, and adaptable to change</li> <li>○ Deliberate approach and process</li> </ul>	<ul style="list-style-type: none"> <li>● Core Training                             <ul style="list-style-type: none"> <li>○ Lead, Manage, and Collaborate with Style</li> <li>○ Upgrade Your Personal Operating System</li> <li>○ Coach Like a CEO</li> </ul> </li> <li>● Monthly Webinars on Change and Coaching Skills</li> </ul>
<p>3. Strategic Thinking</p> <ul style="list-style-type: none"> <li>○ Identifying goals</li> <li>○ Planning</li> <li>○ Diverge and converge process</li> </ul>	<ul style="list-style-type: none"> <li>● Core Training                             <ul style="list-style-type: none"> <li>○ Lead, Manage, and Collaborate with Style</li> <li>○ C-Suite Communication Skills</li> <li>○ Coach Like a CEO</li> </ul> </li> <li>● Accelerated Webinars, including Strategic Planning</li> </ul>
<p>4. Leadership Skills</p> <ul style="list-style-type: none"> <li>○ Creating new possibilities</li> <li>○ Dealing with uncertainty</li> <li>○ Fostering buy-in</li> <li>○ Listening skills</li> <li>○ Integrity</li> <li>○ Coaching</li> </ul>	<ul style="list-style-type: none"> <li>● Core Training                             <ul style="list-style-type: none"> <li>○ Lead, Manage and Collaborate with Style</li> <li>○ Upgrade Your Personal Operating System</li> <li>○ Coach Like a CEO</li> <li>○ C-Suite Communication Skills</li> </ul> </li> <li>● Monthly Webinars</li> <li>● Accelerated Webinars</li> <li>● On-Demand Courses</li> <li>● Additional materials</li> </ul>
<p>5. People management</p> <ul style="list-style-type: none"> <li>○ Accountability</li> <li>○ Feedback</li> <li>○ Transforming difficult conversations into opportunities</li> <li>○ Coaching</li> </ul>	<ul style="list-style-type: none"> <li>● Core Training                             <ul style="list-style-type: none"> <li>○ Lead, Manage and Collaborate with Style</li> <li>○ Upgrade Your Personal Operating System</li> <li>○ Coach Like a CEO</li> <li>○ C-Suite Communication Skills</li> </ul> </li> <li>● Monthly Webinars</li> </ul>

<p>6. Emotional Intelligence</p> <ul style="list-style-type: none"> <li>○ Self-awareness</li> <li>○ Awareness of others</li> <li>○ Empathy and understanding</li> <li>○ Authentic listening</li> <li>○ Communication</li> <li>○ Self-management</li> <li>○ Service orientation</li> <li>○ Professionalism</li> </ul>	<ul style="list-style-type: none"> <li>● Core Training <ul style="list-style-type: none"> <li>○ Lead, Manage and Collaborate with Style</li> <li>○ Upgrade Your Personal Operating System</li> <li>○ Coach Like a CEO</li> <li>○ C-Suite Communication Skills</li> </ul> </li> <li>● Monthly Webinars</li> <li>● Accelerated Webinars</li> </ul>
<p>7. Team Intelligence</p> <ul style="list-style-type: none"> <li>○ Ability to work effectively in team environments</li> <li>○ Integrity</li> <li>○ Coaching</li> <li>○ Collaborating</li> <li>○ Understanding others' needs</li> <li>○ Culture</li> <li>○ Cognitive diversity</li> <li>○ Communication</li> </ul>	<ul style="list-style-type: none"> <li>● Core Training <ul style="list-style-type: none"> <li>○ Lead, Manage and Collaborate with Style</li> <li>○ Upgrade Your Personal Operating System</li> <li>○ Coach Like a CEO</li> <li>○ C-Suite Communication Skills</li> </ul> </li> <li>● Monthly Webinars</li> <li>● Accelerated Webinars</li> </ul>
<p>8. Resilience</p> <ul style="list-style-type: none"> <li>○ Confidence</li> <li>○ Managing stress</li> <li>○ Maintaining judgment</li> </ul>	<ul style="list-style-type: none"> <li>● Core Training: Upgrade Your Personal Operating System</li> <li>● Monthly Webinars</li> </ul>
<p>9. Daily Management Skills</p> <ul style="list-style-type: none"> <li>○ High performance</li> <li>○ Time management/prioritization</li> <li>○ Juggling work</li> <li>○ Using systems</li> <li>○ Project management</li> </ul>	<ul style="list-style-type: none"> <li>● Core Training <ul style="list-style-type: none"> <li>○ Lead, Manage and Collaborate with Style</li> <li>○ Coach Like a CEO</li> <li>○ C-Suite Communication Skills</li> </ul> </li> <li>● Monthly Webinars</li> <li>● Accelerated Webinars</li> </ul>
<p>10. Business Acumen</p> <ul style="list-style-type: none"> <li>● Finance, budgeting and accounting</li> <li>● Human resources</li> <li>● Executive presentation</li> <li>● Executive presence/confidence</li> <li>● Communication in business context, including written skills</li> <li>● Running a program</li> <li>● Ethics and integrity</li> </ul>	<ul style="list-style-type: none"> <li>● Accelerated Webinars</li> </ul>

## Attachment C: Arudia Webinars

Class	Title	Topics	Associated Materials & Reading
1	KAI Refresher: Problem-Solving Styles	<ul style="list-style-type: none"> <li>Principles of KAI</li> <li>Appreciation of and leveraging differences</li> </ul>	<ul style="list-style-type: none"> <li><i>The Workplace Toolkit</i></li> <li><a href="#"><u>KAI Executive Summary</u></a></li> </ul>
2	Using Coaching Skills to Engage & Support Effective Problem Solving	<ul style="list-style-type: none"> <li>Overview of <i>Coaching Model</i></li> <li>Establish the focus of conversation</li> <li>Giving advice</li> <li>Coaching practice</li> </ul>	<ul style="list-style-type: none"> <li><i>The Workplace Toolkit; Coaching Skills section</i></li> </ul>
3	Giving Productive Feedback	<ul style="list-style-type: none"> <li><i>Win-Win Model</i></li> <li>Steps 2 and 3 of <i>Win-Win Model</i></li> <li>Linking feelings and needs to avoid blame</li> </ul>	<ul style="list-style-type: none"> <li><i>The Workplace Toolkit</i></li> <li><a href="#"><u>Dealing Effectively with Underperformance</u></a></li> </ul>
4	Dealing With Defensiveness	<ul style="list-style-type: none"> <li>Strategies for mitigating defensiveness</li> <li>Awareness of others, including the Chilling Effects of Hierarchy</li> <li>Giving productive advice</li> </ul>	<ul style="list-style-type: none"> <li><i>The Workplace Toolkit</i></li> <li>Blog: <a href="#"><u>13 Strategies to Derail Defensiveness Before It Derails Your Conversation</u></a></li> </ul>
5	Collaborating With Different Myers-Briggs Types	<ul style="list-style-type: none"> <li>Flexing your style for more effective collaboration</li> <li>Appreciating other Types</li> </ul>	<ul style="list-style-type: none"> <li><i>The Workplace Toolkit</i></li> <li><a href="#"><u>KAI Executive Summary</u></a></li> </ul>
6	Knowing Your Type; Managing Your Stress	<ul style="list-style-type: none"> <li>Understanding each Myers-Briggs Type's reaction to stress</li> <li>4 Functions, including the hierarchy of functions and implications for stress</li> <li>Better Self-Management when "in the Grip" (of Your Inferior Function)</li> </ul>	<ul style="list-style-type: none"> <li><i>The Workplace Toolkit</i></li> <li><a href="#"><u>Better Self-Management When in The Grip</u></a></li> <li><a href="#"><u>Type Table with Dominant Function</u></a></li> </ul>
7	Dealing With Difficult Behaviors	<ul style="list-style-type: none"> <li>Difficult behaviors</li> <li>Adjusting your mindset</li> <li>Identifying core issue</li> <li>Improving work performance</li> <li>Having difficult conversations</li> </ul>	<ul style="list-style-type: none"> <li><i>The Workplace Toolkit</i></li> <li><a href="#"><u>Dealing Effectively with Underperformance</u></a></li> </ul>
8	Improving Responsibility and Accountability	<ul style="list-style-type: none"> <li>Start the accountability conversation</li> <li>Use coaching to generate a solution and solve problems</li> </ul>	<ul style="list-style-type: none"> <li><i>The Workplace Toolkit</i></li> </ul>

9	Understanding The Disciplinary Process	<ul style="list-style-type: none"> <li>• The Disciplinary Process: What, When, and How?</li> </ul>	<ul style="list-style-type: none"> <li>• <i>The Workplace Toolkit</i></li> <li>• <a href="#">What is the Coaching Model?</a></li> </ul>
10	Supporting Colleagues Through Change	<ul style="list-style-type: none"> <li>• What does change look like?</li> <li>• Implications of KAI for change</li> <li>• Use <i>Win-Win</i> and <i>Coaching</i> to support your colleagues through change</li> </ul>	<ul style="list-style-type: none"> <li>• <i>The Workplace Toolkit</i></li> <li>• <a href="#">Tortoise &amp; Hare</a></li> </ul>
11	Family & Friends: <i>Win-Win</i> and <i>Coaching</i> Aren't Just for Work	<ul style="list-style-type: none"> <li>• Identify Feelings and Needs to avoid blame and reactivity</li> <li>• Apply to friends and family</li> </ul>	<ul style="list-style-type: none"> <li>• <i>The Workplace Toolkit</i></li> </ul>
12	Create Your Happiness & Success	<ul style="list-style-type: none"> <li>• Know yourself: identify Feelings and Needs that accompany happiness</li> <li>• Reframe challenges</li> <li>• Choose to be happier</li> </ul>	<ul style="list-style-type: none"> <li>• <i>The Workplace Toolkit</i></li> <li>• <i>How We Choose to Be Happy</i>, by Rick Foster &amp; Greg Hicks</li> </ul>
13	Spreading Happiness Throughout Your Organization: <i>Coaching Skills</i>	<ul style="list-style-type: none"> <li>• Paint the picture of happiness at your organization</li> <li>• Spreading happiness</li> <li>• How to support a struggling co-worker?</li> </ul>	<ul style="list-style-type: none"> <li>• <i>The Workplace Toolkit</i></li> </ul>
14	What To Do When Staff Aren't Getting Along	<ul style="list-style-type: none"> <li>• Identify the impact of conflict for staff</li> <li>• Identify Feelings and Needs</li> <li>• What drives staff? Help them find purpose in their work.</li> </ul>	<ul style="list-style-type: none"> <li>• <i>The Workplace Toolkit</i></li> <li>• Blog: <a href="#">Is Drama Affecting Your Environment? Here's a Simple Way to Fix It</a></li> </ul>
15	Building Your Team: Interviewing Skills	<ul style="list-style-type: none"> <li>• Identify effective interview questions and techniques</li> <li>• Identify criteria for candidate evaluation; determine whether the candidate is a good fit</li> <li>• Sample interview questions</li> </ul>	<ul style="list-style-type: none"> <li>• <i>The Workplace Toolkit</i></li> </ul>
16	Inspiring Your Team	<ul style="list-style-type: none"> <li>• Identify what inspires you about your work</li> <li>• Identify what inspires your staff about their work</li> <li>• Strategies to inspire your staff</li> </ul>	<ul style="list-style-type: none"> <li>• <i>The Workplace Toolkit</i></li> </ul>
17	From Feedback Stress to Feedback Success	<ul style="list-style-type: none"> <li>• Strategies for giving feedback</li> <li>• Identify Feelings and Needs driving your own behavior</li> <li>• Empathize: identify underlying Feelings and Needs of staff receiving feedback</li> </ul>	<ul style="list-style-type: none"> <li>• <i>The Workplace Toolkit</i></li> <li>• <a href="#">Dealing Effectively with Underperformance</a></li> </ul>

18	Team Building in Challenging Times	<ul style="list-style-type: none"> <li>Identify elements of a great Team</li> <li>Paint a picture of your team</li> <li>What would make your team even better? What can you/your staff do to make it even better?</li> <li>Building a better team through empathy and awareness</li> <li>Building a better team through communication</li> </ul>	<ul style="list-style-type: none"> <li><i>The Workplace Toolkit</i></li> </ul>
19	Engaging and Empowering Your Team Through Meetings That Matter	<ul style="list-style-type: none"> <li>Starting meetings with positivity</li> <li>Establish the focus of meetings</li> <li>Using the Coaching Model to run effective and efficient meetings</li> <li>Coach for positivity</li> </ul>	<ul style="list-style-type: none"> <li><i>The Workplace Toolkit</i></li> </ul>
	Embracing and Improving Your Leadership Style: Managing Your Shadow (Part 1)	<ul style="list-style-type: none"> <li>Identify your leadership style</li> <li>Your style's natural strengths</li> <li>Your style under stress</li> <li>Improving resilience and reducing reactivity</li> </ul>	<ul style="list-style-type: none"> <li><i>Actualized Leader Profile Workbook &amp; Development Guide</i> by William L. Sparks, PhD</li> <li>20 Suggestions for Improving Self-Actualization</li> </ul>
21	Embracing and Improving Your Leadership Style: The Path to Heightened Self-Actualization (Part 2)	<ul style="list-style-type: none"> <li>Using the Nine Attributes of Actualized Leaders to improve resilience and reduce reactivity</li> <li>Identify and commit to strategies</li> </ul>	<ul style="list-style-type: none"> <li>Nine Attributes Resource Guide</li> <li><i>Embracing and Improving Your Leadership Style</i> by Anne E. Collier</li> <li><a href="https://www.alpfree.com/arudia/">https://www.alpfree.com/arudia/</a></li> </ul>
22	Dealing with Stress: Out of the Shadow and Into the Light	<ul style="list-style-type: none"> <li>Heighten awareness of shadow (negative manifestations of strengths)</li> <li>Identify and implement strategies for avoiding shadow behaviors</li> </ul>	<ul style="list-style-type: none"> <li>Facilitation Guide and Video for sharing the ALP participants' staff <a href="http://bit.ly/ArudiaALP">http://bit.ly/ArudiaALP</a></li> </ul>
23	Shadow Recognition: Dealing with Staff Who Are Under Stress	<ul style="list-style-type: none"> <li>Recognize when staff members are in their shadow (negative manifestations of strengths)</li> <li>Learn strategies for helping staff be less stressed</li> </ul>	
24	Help Staff Feel More Comfortable Coming to You for Help!	<ul style="list-style-type: none"> <li>Recognize what causes staff to not come to you and to not take responsibility for mistakes</li> </ul>	

		<ul style="list-style-type: none"> <li>• Identify and manage shadow behaviors during stress</li> <li>• Identify strategies to create a more supportive environment</li> </ul>	
25	Managing Requests for Time Off	<ul style="list-style-type: none"> <li>• Identify the steps to saying “No”</li> <li>• Coach for positivity</li> </ul>	<ul style="list-style-type: none"> <li>• <i>The Workplace Toolkit</i></li> </ul>
26	Kicking Off the New Year with Positivity	<ul style="list-style-type: none"> <li>• Identify what positivity and happiness look like at your organization</li> <li>• Hone your skill in spreading positivity</li> <li>• How to offer support to a co-worker</li> </ul>	<ul style="list-style-type: none"> <li>• <i>The Workplace Toolkit</i></li> </ul>
27	Tips for Engaging Your Team and Making Kindness the Norm	<ul style="list-style-type: none"> <li>• Identify strategies for engaging team members individually and as a team</li> <li>• Identify strategies for making kindness the norm for you, and for your team</li> </ul>	<ul style="list-style-type: none"> <li>• <i>The Workplace Toolkit</i></li> <li>• <a href="https://www.randomactsofkindness.org/">https://www.randomactsofkindness.org/</a></li> </ul>
28	Tips for Creating a More Respectful Culture	<ul style="list-style-type: none"> <li>• Identify what a respectful culture looks like</li> <li>• Identify strategies for creating a more respectful culture</li> </ul>	<ul style="list-style-type: none"> <li>• <i>The Workplace Toolkit</i></li> <li>• <a href="https://www.randomactsofkindness.org/">https://www.randomactsofkindness.org/</a></li> </ul>
29	Delegating With Ease	<ul style="list-style-type: none"> <li>• Identify strategies for your delegation challenges</li> <li>• Identify the steps involved in delegating and ensuring accountability</li> </ul>	<ul style="list-style-type: none"> <li>• <i>The Workplace Toolkit</i></li> </ul>
30	How to Inspire and Support Your Staff	<ul style="list-style-type: none"> <li>• Identify and reconnect with what inspires you about your work</li> <li>• Identify strategies to inspire your staff</li> <li>• Create your own “news” story</li> </ul>	<ul style="list-style-type: none"> <li>• <i>The Workplace Toolkit</i></li> </ul>
31	Staying Shadow Free During the Holidays	<ul style="list-style-type: none"> <li>• Identify what you love about the holidays</li> <li>• Identify your holiday-related stressors</li> <li>• Identify strategies for staying shadow free</li> </ul>	<ul style="list-style-type: none"> <li>• <i>The Workplace Toolkit</i></li> <li>• <i>Actualized Leader Profile Workbook &amp; Development Guide</i> by William L. Sparks, PhD</li> <li>• <i>20 Suggestions for Improving Self-Actualization</i></li> <li>• <i>9 Attributes Resource Guide</i></li> <li>• <i>Embracing and Improving Your Leadership Style</i> by Anne E. Collier</li> </ul>



			<ul style="list-style-type: none"> <li>• <a href="https://www.alpfree.com/arudia/">https://www.alpfree.com/arudia/</a></li> <li>• Facilitation Guide and Video for sharing with participant's staff <a href="http://bit.ly/ArudiaALP">http://bit.ly/ArudiaALP</a></li> </ul>
32	Stress and Strategies	<ul style="list-style-type: none"> <li>• Identify your stressors</li> <li>• Identify your stress response (or shadow)</li> <li>• Identify strategies for staying shadow free</li> </ul>	<ul style="list-style-type: none"> <li>• <i>The Workplace Toolkit</i></li> <li>• <i>Actualized Leader Profile Workbook &amp; Development Guide</i> by William L. Sparks, PhD</li> <li>• 20 Suggestions for Improving Self-Actualization</li> <li>• 9 Attributes Resource Guide</li> <li>• <i>Embracing and Improving Your Leadership Style</i> by Anne E. Collier</li> <li>• <a href="https://www.alpfree.com/arudia/">https://www.alpfree.com/arudia/</a></li> <li>• Facilitation Guide and Video for sharing the ALP participants' staff</li> </ul>
33	Overcoming Obstacles to Giving Constructive Feedback	<ul style="list-style-type: none"> <li>• Recognize others' leadership styles</li> <li>• Identify strategies for giving constructive feedback based on one's leadership style</li> <li>• Feedback process and exercises</li> </ul>	<ul style="list-style-type: none"> <li>• <i>The Workplace Toolkit</i></li> <li>• <i>Actualized Leader Profile Workbook &amp; Development Guide</i> by William L. Sparks, PhD</li> <li>• 20 Suggestions for Improving Self-Actualization</li> <li>• 9 Attributes Resource Guide</li> <li>• <i>Embracing and Improving Your Leadership Style</i> by Anne E. Collier</li> <li>• <a href="https://www.alpfree.com/arudia/">https://www.alpfree.com/arudia/</a></li> <li>• Facilitation Guide and Video for sharing the ALP participants' staff</li> </ul>
34	Fear of Failure: Coaching into the Light	<ul style="list-style-type: none"> <li>• Identify the Fear of Failure Shadow</li> <li>• Strategies to shift <i>your</i> mindset</li> <li>• Reframing and Coaching questions to coach out of the shadow</li> <li>• Avoiding the Achiever Shadow</li> </ul>	<ul style="list-style-type: none"> <li>• <i>The Workplace Toolkit</i></li> <li>• <i>Actualized Leader Profile Workbook &amp; Development Guide</i> by William L. Sparks, PhD</li> <li>• 20 Suggestions for Improving Self-Actualization</li> <li>• 9 Attributes Resource Guide</li> <li>• <i>Embracing and Improving Your Leadership Style</i> by Anne E. Collier</li> <li>• <a href="https://www.alpfree.com/arudia/">https://www.alpfree.com/arudia/</a></li> <li>• Facilitation Guide and Video for sharing with staff</li> </ul>
35	Fear of Rejection: Coaching into the Light	<ul style="list-style-type: none"> <li>• Identify the Fear of Rejection Shadow</li> <li>• Strategies to shift <i>your</i> mindset</li> <li>• Reframing and Coaching questions to coach out of the shadow</li> </ul>	<ul style="list-style-type: none"> <li>• <i>The Workplace Toolkit</i></li> <li>• <i>Actualized Leader Profile Workbook &amp; Development Guide</i> by William L. Sparks, PhD</li> <li>• 20 Suggestions for Improving Self-Actualization</li> <li>• 9 Attributes Resource Guide</li> <li>• <i>Embracing and Improving Your Leadership Style</i> by Anne E. Collier</li> <li>• <a href="https://www.alpfree.com/arudia/">https://www.alpfree.com/arudia/</a></li> <li>• Facilitation Guide and Video for sharing with staff</li> </ul>

		<ul style="list-style-type: none"> <li>• Avoiding the Affirmer Shadow</li> </ul>	
36	Fear of Betrayal: Coaching into the Light	<ul style="list-style-type: none"> <li>• Identify the Fear of Betrayal Shadow</li> <li>• Strategies to shift <i>your</i> mindset</li> <li>• Coaching questions to coach out of the shadow</li> <li>• Strategies to set boundaries with Asserter behavior</li> </ul>	
37	Managing Staff Through Change	<ul style="list-style-type: none"> <li>• Identify the Fear of Failure Shadow</li> <li>• Survey Results: Challenges with Change</li> <li>• Your mindset and awareness</li> <li>• Coaching questions and strategies for dealing with the challenge of change</li> </ul>	See above resources.
38	Coaching Colleagues from Indecision into Action	<ul style="list-style-type: none"> <li>• Fear of Rejection Shadow</li> <li>• Coaching questions and strategies for dealing with the challenge of indecision</li> </ul>	
39	Leading Your Team Through the Change Process	<ul style="list-style-type: none"> <li>• Identify the Fear of Rejection, Fear of Failure, and Fear of Betrayal Shadows</li> <li>• Survey Results: Challenges with Change</li> <li>• The Change Model</li> <li>• Amplify Inclusion</li> <li>• Coaching questions and strategies to encourage candor and engagement</li> <li>• Strategies to choreograph the discussion</li> </ul>	
40	The Nine Attributes: Practical Pathways to Self-Actualization	<ul style="list-style-type: none"> <li>• The Nine Attributes of Actualized Leaders</li> <li>• Choosing Objectivity</li> <li>• Selecting Attributes to improve</li> </ul>	