



# SHSU High Potential Employee Leadership Academy



# Mission

To identify, select, and develop high performing employees in order to strengthen the fabric of the community by enhancing the leadership ability of our emerging leaders



# Desired Outcomes

- **Lead and inspire** their departments to accomplish the organization's mission and goals
- Embrace their role as leaders and **understand their potential** in their organization
- Promote a broad perspective **open to new ideas** and experiences
- Overcome organizational challenges and ambiguous situations with **uncompromising integrity**
- Develop a solution considering multiple perspectives to **solve complex problems**
- Demonstrate the expertise and **cultural perspective** to effectively implement change
- Embodies **respect for others** through communicating and working effectively with all audiences
- Enhances self-capacity to remain **resilient** and to persevere



# Goals

- **Strengthen the fabric** of the university, community and surrounding area with an increased commitment to the professional development of the faculty, staff, and employees

**“I feel very thankful I’ve been allowed to be a part of this extraordinary group and love the fact that I now have such a large network of professionals I respect.”**

**“The Leadership Academy was an excellent source for sharing leadership experiences and networking with other Professionals about what works in our fields. Regardless of the kind of work that we do, there is a certain set of core values that are foundation for our success.”**



# Goals

- **Develop a core of future leaders** with relationships that extend beyond their respective departments and organizations

**“The Academy has been a wonderful psychological/emotional experience. It is simply good to get to know people from other walks of life/profession who nonetheless share similar challenges and life situations.”**

**“ I have been able to apply ideas and concepts to situations outside my work at SHSU. I have also been motivated to start reading about and thinking about leadership-related issues on my own.”**



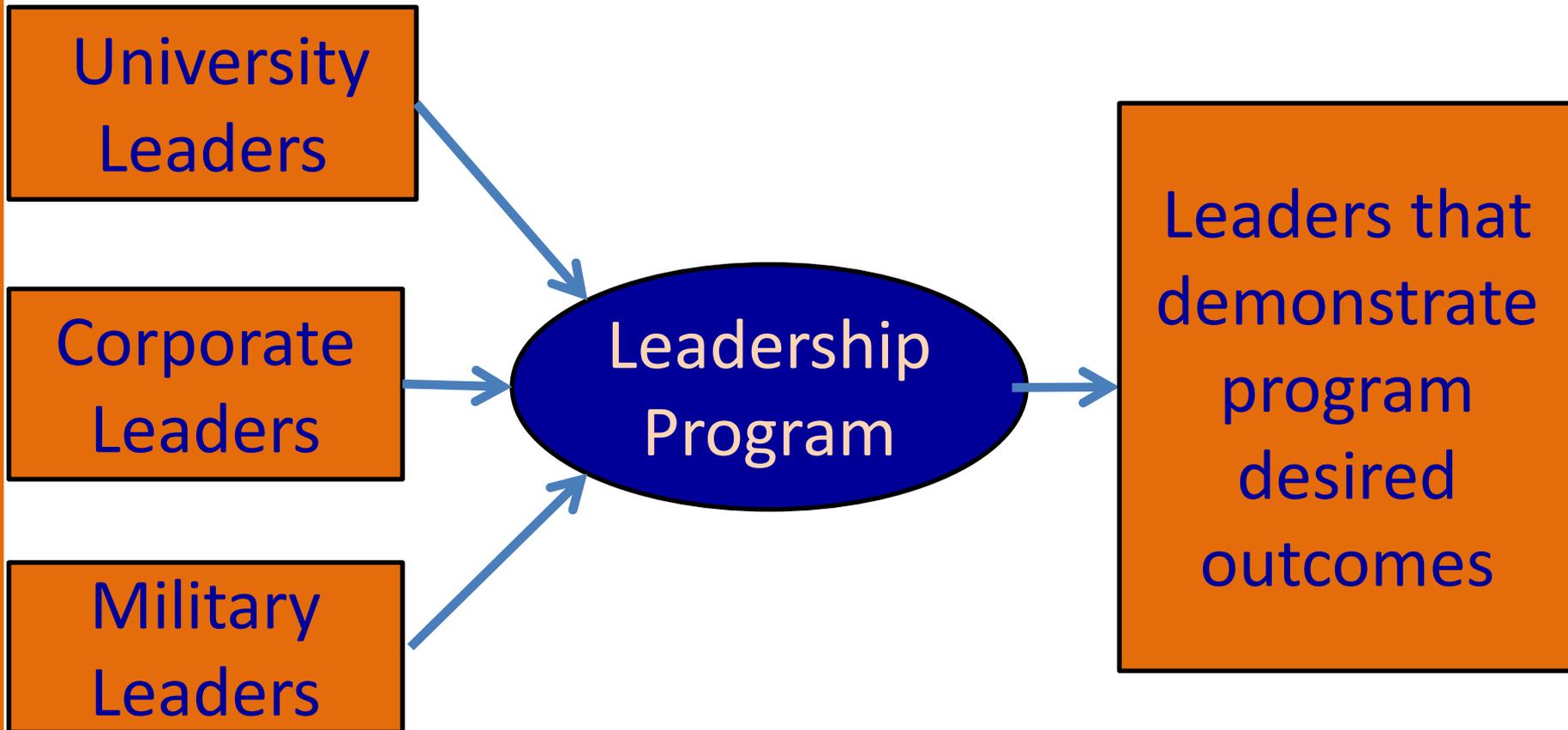
# Goals

- Create the **momentum of leader development** with a reinvestment of experience and knowledge with a spirit of giving back to the process

**“I thoroughly enjoyed each and every experience and would do it again without a second thought. The Leadership academy has helped me with both personal and career growth and I’m now excited about where I can lead my department; whereas, before the academy I felt unmotivated which unknowingly to me was impacting my staff and others around me. My negative attitude has turned positive and I’m able to handle stressful situations much more calmly and focused than before.”**



# Program Development



**Best Practices**

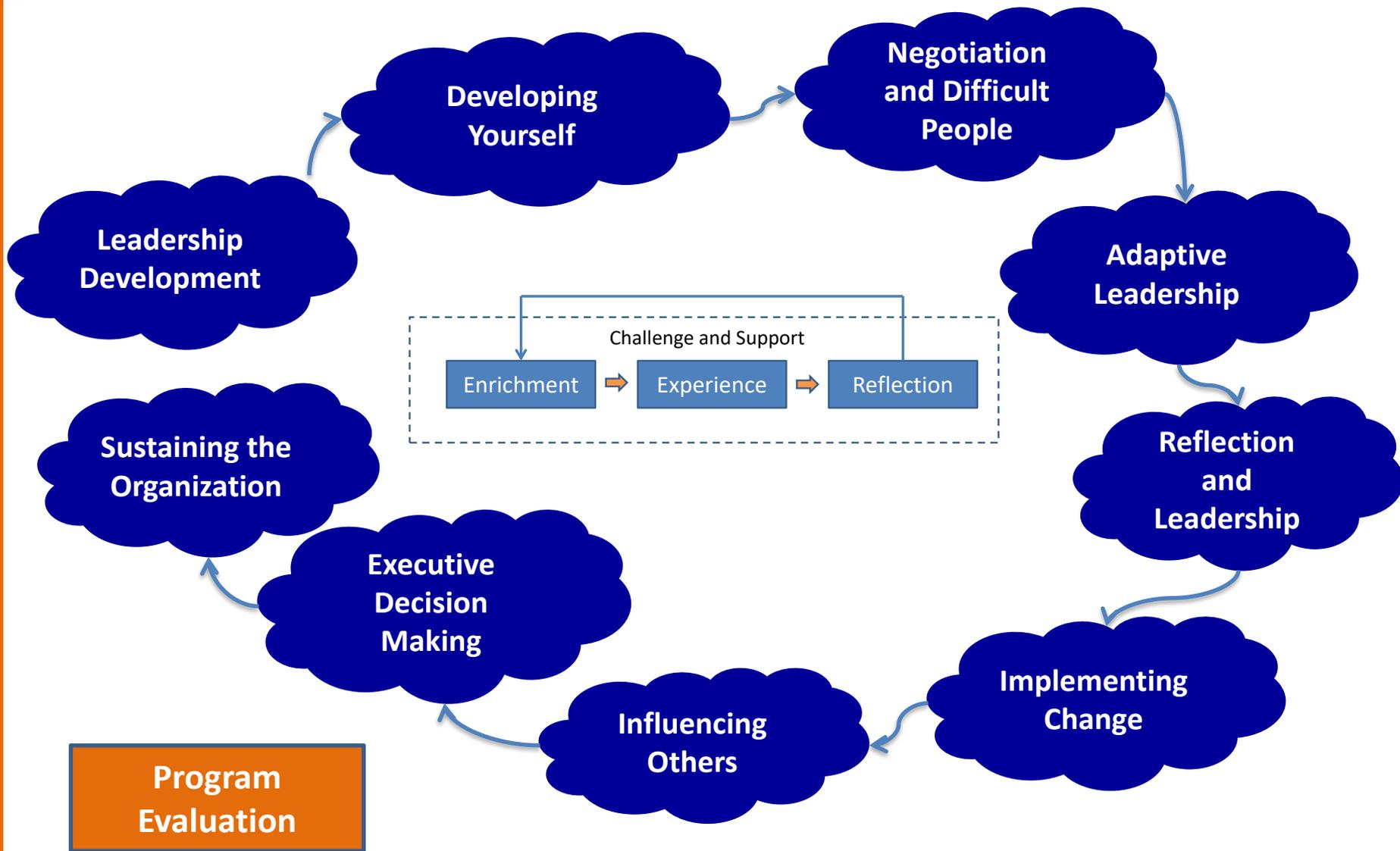


# Developmental Areas

- Leadership Development
  - Leadership Tools of the Trade
  - Leadership Theory
- Developing Yourself
  - Your personal developmental plan
  - Building the team
- Negotiation and Difficult People
  - Principled Negotiations
  - Leveraging Emotion
- Adaptive Leadership
  - Analyzing the organization
  - Giving the work back to the people
- Reflection and Leadership
  - Senior leader perspective
  - Review leader development to date
- Implementing Change in Organizations
  - Understanding successful change
  - The role of leadership in implementing change
- Influencing Others
  - Passionately present the organization's position
  - Practice your leadership style
- Decision Making
  - Managing decision making as a team leader
  - Ethical decision making
- Sustaining the Organization
  - Leadership in Action
  - Putting it all together

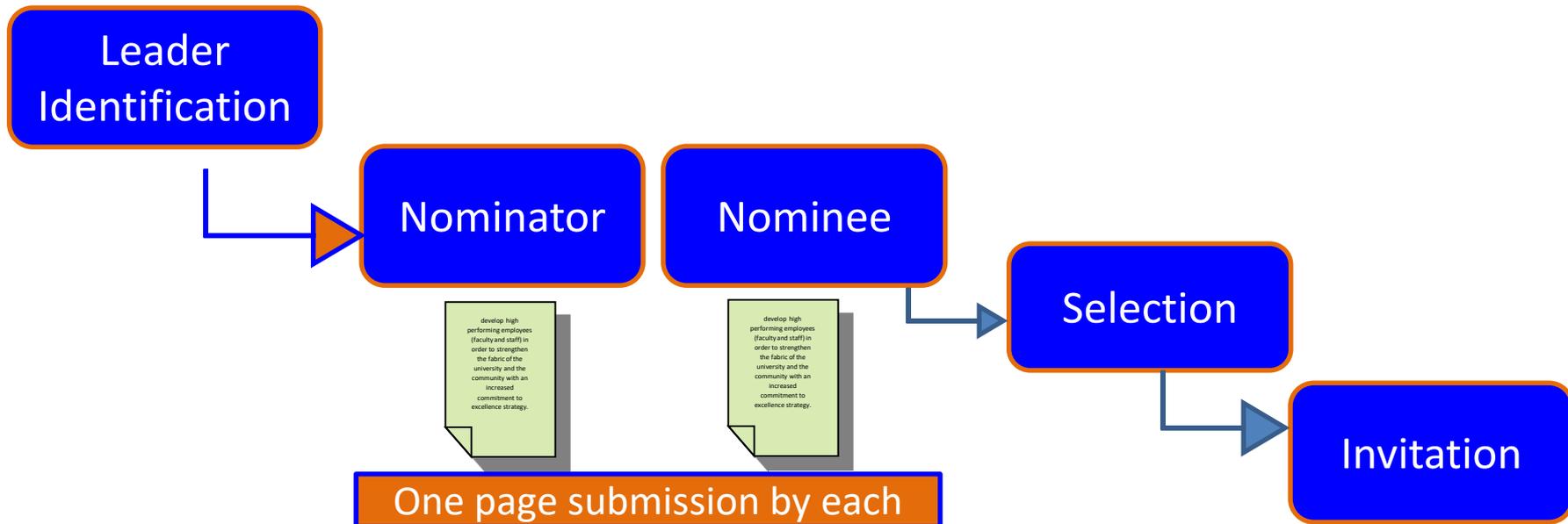


# Monthly Program Sequence





# Selection Process



## Early Identification of Emerging Leaders

### Existing Advancement Criteria

- Tenured
- Tenure track
- Non-tenure track
- Staff

### Selection Early Identifiers

- Qualities of an emerging leader
- Calm, thoughtful, listens, makes decisions, inclusive, cool headed
- “Gut feeling”



# Leadership Academy Experience



**“The Leadership Academy has given me the opportunity to meet and share experiences with other leaders from different fields. Their ideas and leadership styles have helped me to grow in my role as a leader. The biggest impact for me is the shared journey with my fellow academy participants. Although I knew several before the start of the academy, I feel I’ve gained a new perspective and respect for those that I knew and have gained new resources as well as friendships with those I didn’t know.”**





# Learning and Growing Mindset

- Incredible leadership insight throughout
- Immerses leaders in roles to exercise “what you would do” situations
  - Charismatic leader vs. Tough decisions
  - “Hard luck” outfit – poor performance attributed to “outside” forces
  - Change in leadership – Unfreeze
  - Adjustment to new leader
  - Causes of derailment
- Assesses the importance of culture in implementing change



“The day that sticks out the most is the first day when we deconstructed 12 O'clock High together. I found that fascinating.”

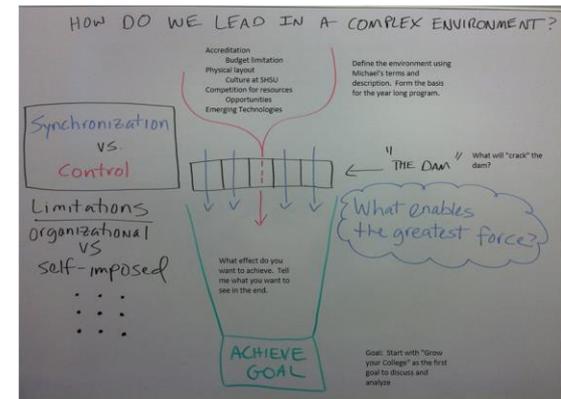
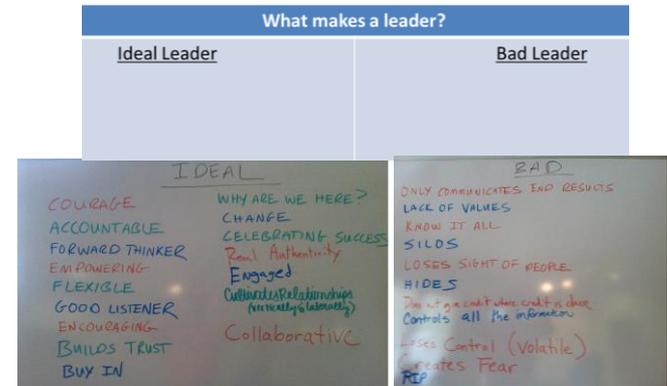
“This had more impact than I expected - This was an important lesson of ensuring your team knows the mission, and that you train your team to get the mission accomplished”

“...experience was particularly helpful with helping us consider the different players and personalities that factor into important decisions.”



# Great Leadership Exercise

- Explore discussion about Great Teams we've all been part of and "extract" the characteristics of these teams
- Explore challenges with team that were not great and the leaders responsibility
- Identify and discuss organizational limitations—perceived and real



“...great for administrators to look at....matters that we need to better understand”  
 “...prepares me for challenges in the community” “....100% correct and relevant to my daily [job]”  
 “want to employ getting out of the box more...taking more leadership”  
 “nothing is going to change if I don't change.....how do I remove these limits”



# Developing Yourself

**Desired Outcome: Demonstrate the ability to take calibrated risks by receiving input, analyzing the situation, and taking action**

**Model an innovative attitude while leading the team from “the center” and taking the appropriate level of calibrated risks**



**Take Confident Risks**



**Execute the Plan**



**Building the Team**



**Analyze and Take Action**



**“The ropes course is a very positive experience. It is good to help bond the class, learn to communicate, and to overcome fears.”**  
**“....experience that I have applied to my leadership setting. The understanding of having a solid foundation of staff will help you be a successful leader. Having your employees wanting to work for you will definitely help run a successful agency or business.”**



# Developing Yourself



**“The whole leadership experience has impacted my development in so many ways. I feel the structure and curriculum was effective and beneficial to all participants in the academy. The environments were comfortable when required and uncomfortable during times that took us out of our comfort zones.”**

# SH Negotiations and Difficult People

**Desired Outcome: Demonstrate ability to utilize conflict resolution techniques in an organizational setting. Remain resilient**

Be fair in tough situations. There will always be bad situations that will require tough decisions that are in the best interest of the organization but difficult for the individual. Layoff and department closing situations will require “head on” confrontation.



Employee does not value award



Employee deflects criticism



Employee on path to being fired



Debrief scenarios



Senior Mentor Leadership



One on One challenge

**“Our experience today was outstanding and should certainly remain. Our two prior meetings set the stage for each of us to remove our blinders and embrace the gravity of each situation. It was a great strategy to use capable people to role play and evaluate. The feedback was honest and very useful. Hearing Dr. Stacey Edmonson’s perspective brought it all together by reinforcing what we experienced.”**



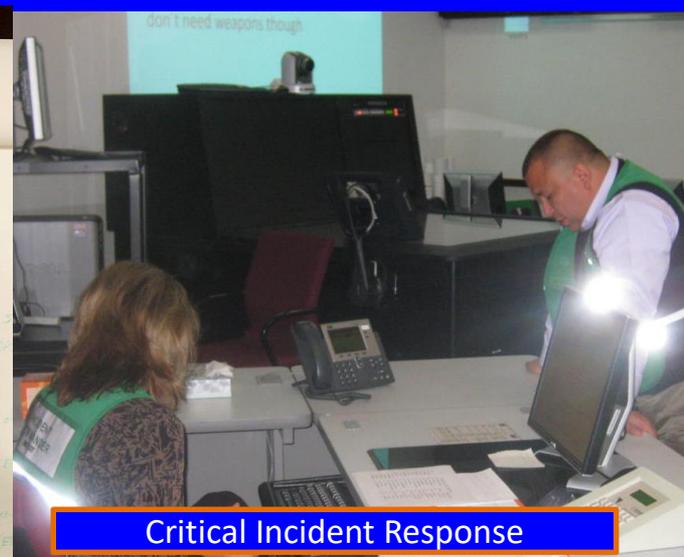
# Adaptive Leadership

**Desired Outcome: Demonstrate the ability to assess the situation and decide on an ethical course of action and plan to implement**

**Synchronize the efforts of multiple organizations to take decisive action in a crisis situation. Lead with an understanding of cultural differences and know how you fit in the team.**



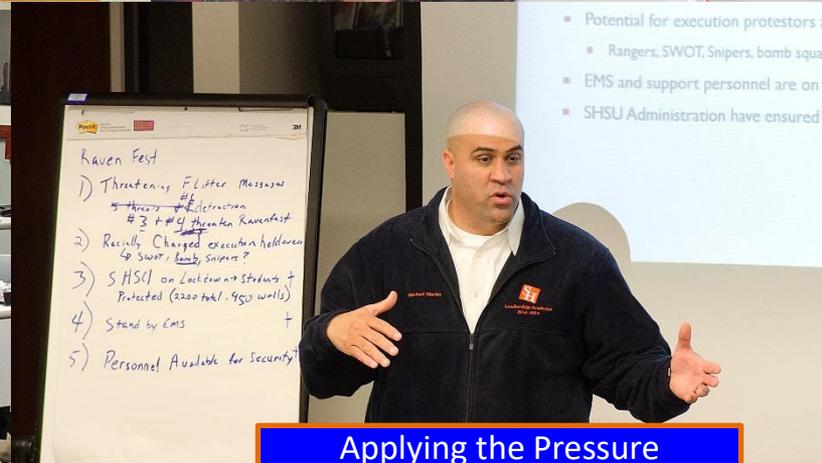
**Decision Briefing and Analysis**



**Critical Incident Response**



**Critical Incident Debrief**



**Applying the Pressure**

- Raven Fest
- 1) Threatening FLitter Messages  
→ Access → # of Execution  
# 3 + # of Execution Ravenfest
  - 2) Recently Changed execution holdover  
↳ SWAT, heavy Snipers?
  - 3) S HSCI on Lockdown → Striding +  
Protected (2300 ppl, 1950 walls)
  - 4) Stand by EMS
  - 5) Personnel Available for Security?

- Potential for execution protestors
- Rangers, SWAT, Snipers, bomb squad
- EMS and support personnel are on
- SHSU Administration have ensured

**“... teaching us to look at all aspects of an emergency, how communication plays such a large role in keeping the public calm, and how elements drive the decisions made.”**

**“I experienced the most growth in our “Critical Incident” exercise. That event took me outside my comfort zone and allowed me the opportunity to work an incident through a different capacity”**



# Adaptive Leadership



**“The leadership experience which most took me out of my comfort zone, and therefore had the greatest impact, was dealing with the city emergency in the situation room. Giving instructions and listening to all of those people at once, while remaining calm and continuing to monitor the situation, was more than I bargained for that day! It really tested my leadership skills, and my ability to both listen for the most important information and communicate in an effective manner with all parties involved. ”**





# Reflection and Leadership

Dr. Jim Gaertner

**Desired Outcome: Assess a complex situation, develop and assess course of action, and present a decision briefing that includes a detailed analysis of each course of action.**



**How: Take a real world situation initially presented as hypothetical. Identify the facts and assumptions of the situation based on background information and an update provided by the "company CEO" under stressful conditions. Defend the staff position and recommendation.**



# Implementing Change

**Desired Outcome: Demonstrate the ability to assess the situation and decide on an ethical course of action and plan to implement**

**How: Communicate the need for change and identify sources of resistance and plan to address these areas**



**Communicate the Change Plan**



**Work as a Team to Plan**



**Convince the Employees**



**Applying the Pressure during rehearsal**

**"impactful....whether with staff in office or across campus, comes from legislative decisions which then require the change of culture...[this] experience is one model that I have applied at my workplace. ...challenging each individual to increase their productivity. I have challenged my staff to be their best. The employees have stepped up to meet the challenge.**



# Implementing Change

Amegy Bank





# Influencing Others

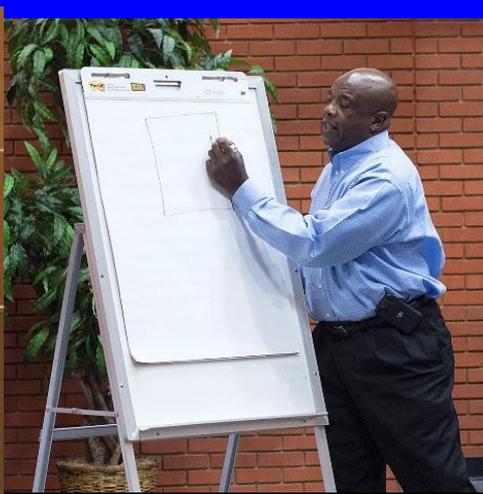
**Desired Outcome: Demonstrate the ability to influence others**

**How: Utilize your greatest personal influence strategy to persuade others to believe in your vision**





# Influencing Others



**“Each session opened my eyes to nontraditional and traditional ways of making critical decisions. Actually going through the experiences and getting involved was very influential. Each session actually made me see and feel things as though I was going through the experience in real time. Getting into character and having past participants and leaders in the community get involved was extraordinary. Leaving each experience left me charged and motivated to return to work and come up with fresh ideas to improve the work culture, improve productivity, and be a change agent. ”**

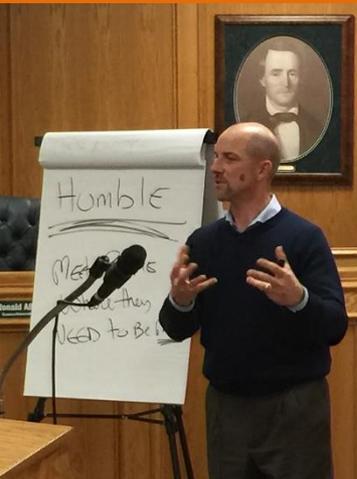




# Influencing Others

**Desired Outcome:** Demonstrate the ability to influence others in a way that inspires and addresses multiple points of view

**How:** Immerse participants in leadership roles as city council members. Listen to input from passionate citizens. State position and make decisions based on leadership values in the public eye



Marcel Brunel



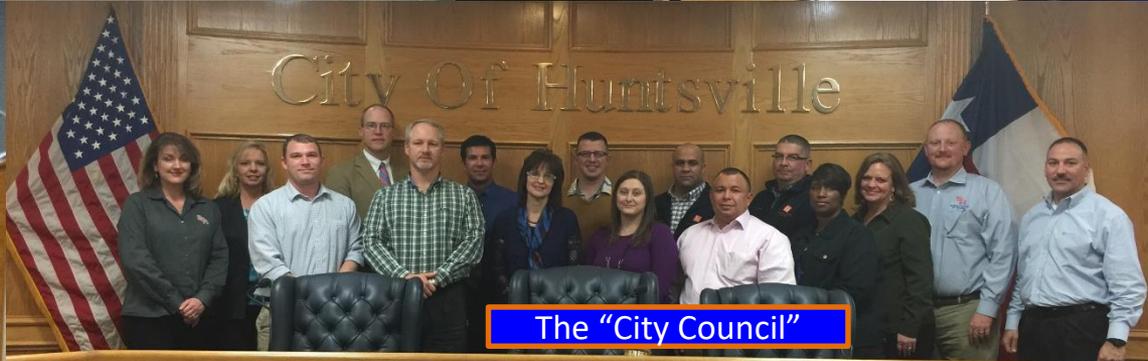
Address citizens



Influence in Action



"Angry citizens"



The "City Council"

"Marcel Brunel was the highlight for me. I believe he could be very valuable part of enhancing the program as you move forward. There were so many things that were touched on that I am sure he could expand. The influence model was very beneficial. We really used that in the discussion of our problem..... We had to constantly reevaluate what we were trying to accomplish...what behavior we were trying to limit/produce/influence."



# Influencing Others



**“As a leader, it takes fine tuning your leadership skills by experience and learning from other leaders.....to all be involved in the Leadership Academy was a major influence in building/developing my leadership skills and was phenomenal.”**





# Executive Decision Making

80<sup>th</sup> U.S. Attorney General  
HON Alberto Gonzales



**“I really enjoyed our talk with [HON] Gonzales. I found him to be such an insightful and humble person. His discussion about the characteristics of a leader (vision, courage, wisdom, and integrity) was great and timely considering in current political climate we’re in. I also like to hear about how people are tested during difficult situations and how they deal with those challenges.”**



# Executive Decision Making

Major General James "Spider" Marks



I was most impacted by Maj. Gen. Spider Marks' discussion. He has great philosophies and sayings about leadership that I really respected. My communication style improved just by listening him speak and I've already used a few of his philosophies as they apply to my work.





# AASCU Recognition 2017

## Diversity & Leadership Award

# SAM HOUSTON STATE UNIVERSITY

## HIGH POTENTIAL EMPLOYEE LEADERSHIP ACADEMY

In a ceremony that took place in San Diego, California on Oct. 22, the American Association of State Colleges and Universities honored Sam Houston State University's High Potential Employee Leadership Academy with the Leadership Development and Diversity Award.

The award recognizes, "exemplary leadership development programs designed to enhance the leadership capacity and diversity of the next generation of higher education leaders."





# SHSU High Potential Employee Leadership Academy