

# Design your own

## *Leadership Series*

**ANNOUNCING:  
A New  
Definition of  
Leadership!**

At one time, we defined leaders by their dynamism and personal power, people who commanded a following through their larger than life presence. It's not enough anymore. We no longer define our leaders by their charisma, but by their ability to do four things. In the following courses, we explore these "four things."

We also study the ideas of other leadership experts: Peter Senge, Margaret Wheatley, Malcolm Gladwell, and Jim Collins, who shows how to move your company from **Good to Great**. Choose from the topics below to design your own leadership program.

---

### COURSE

### COURSE DESCRIPTION

---

**The New Leadership**  
"I've got to follow them; I am  
their leader."

In his book **Good to Great**, Jim Collins says that a good leader looks out the window to give credit and looks in the mirror to take blame.

Max De Pree, former CEO of Herman Miller describes informal leadership as, "...the indispensable people in our lives who are there when we need them. They emerge from the group, not by self-assertion, but because they make sense, given what the group needs to thrive and what individuals need to grow" (Margaret Wheatley, **Leadership and the New Science**).

This course summarizes the current thinking on the enduring qualities of today's leaders and provides a forum for inspiring round-table discussion.

**NOTE: This topic is also available as a keynote presentation.**

---

Call or Email Jennifer at  
360-699-4636  
[jennifer@jennifersohn.com](mailto:jennifer@jennifersohn.com)

## **Systems Thinking**

“It is impossible for a single individual to practice systems thinking.”

**Peter Senge’s Fifth Discipline Fieldbook should be required reading for all leaders, managers, and employees in today’s workforce.** It is an elegantly designed how-to book for running effective learning organizations.

“Because organizations are living systems with interdependent parts, it is impossible for an individual to practice systems thinking.” Peter Senge and his group at MIT describe the four elements that make up the system.

- Events
- Patterns of Behavior
- Systemic Structures
- Mental Models

Learn how these forces interact to create fairly predictable patterns of actions and reactions in organizations. You will examine how to

- Solve problems and make intelligent predictions based on examining and understanding “reinforcing and balancing loops.”
- Create a culture of trust and interdependence.
- Use “the ladder of inference” to break down mental models and get to the truth.
- Use protocols to create the kind of meaningful conversation that moves people in the right direction.

**NOTE: This topic is also available as a keynote presentation.**

---

Call or Email Jennifer at  
360-699-4636  
[jennifer@jennifersohn.com](mailto:jennifer@jennifersohn.com)

## 360 Feedback

“Know the truth, and the truth shall set you free.”

“Jennifer Sohn changed my life,” proclaimed a manager who was blind to what was blocking her success. I quickly pointed out to her manager, that it was the 360 instrument and the valuable feedback that created such dynamic change.

None of us has an accurate picture of how we are perceived by our superiors, our managers, and our direct reports. 360 Feedback is the most effective tool in assessing leadership effectiveness, and The Center for Creative Leadership’s **Benchmarks** is the premier 360 tool.

I have seen leaders change their entire approach to leading and managing people based on their **Benchmarks** experience.

As a certified **Benchmarks** presenter, I work with your organization to administer the tool, interpret the results, and provide one-on-one coaching for participants. I have also worked with organizations to set up mentoring programs as part of succession planning.

During the program, I take great care to:

- Protect the confidence and privacy of all participants. Only participants see their results. It is up to them whether to share specifics with anyone else.
- Help participants interpret the data and view even tough feedback as opportunity.
- Help participants put the data in a framework for ongoing improvement.
- Provide a safe environment for small and large group sharing and learning. We meet for two days with time in between for participants to conduct feedback interviews with some of their respondents. Participants design their own development plans based on these conversations.

---

Please call me to learn how to bring this dynamic experience into your organization.

Call or Email Jennifer at  
360-699-4636  
[jennifer@jennifersohn.com](mailto:jennifer@jennifersohn.com)

## **Emotional Intelligence**

It's not the IQ, but the EQ that matters most.

Daniel Goleman (**Working with Emotional Intelligence**) tells us "We're being judged by a new yardstick: not just by how smart we are, or by our training and expertise, but also by how well we handle ourselves and each other."

75% of the leaders who are targeted for success and make it possess outstanding people skills. 75% of those targeted for success who DO NOT make it, DO NOT possess strong people skills.

In this course, you will assess your own EQ and look at the following areas described in Goleman's book:

- Listening and oral communication
- Adaptability and responses to setbacks and failure
- Personal management – confidence, responsibility, work ethic
- Group and interpersonal effectiveness
- Effectiveness in the organization

**NOTE: This topic is also available as a keynote presentation.**

---

Call or Email Jennifer at  
360-699-4636  
[jennifer@jennifersohn.com](mailto:jennifer@jennifersohn.com)