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| **Two Day Kick-off:**  **Leadership Journey Mapping**  **Leading and Learning using a Multicultural Framework**  *Objectives***:**   * Uncover personal leadership values and guiding principles (through the leadership journey exercise). * Understand the core ideas and beliefs in a multicultural framework. * Deepen awareness and practice of supervising and managing people in multicultural settings. * Identified ways to advance along my leadership journey by applying multicultural frameworks. * Begin to create a sustainable learning community by building relationships among group members and allowing for the exchange of diverse experiences and expertise. * Understand how today’s lessons will be used as touchstones for the program. |
| **Coaching Skills & Introduction to Peer Coaching Model**  *Objectives***:**   * Understand the purpose of coaching in the context of supervision. * Understand the four foundational coaching skills (inquiry, listening, feedback, sharing). * Understand how to use the coaching process to support action and drive results. * Discuss ways that the multicultural frameworks apply to coaching. * Understand the principles of action learning and how they are applied in a peer-coaching setting. * Understand the process of participating in a peer-coaching group, the accountability expectations of each member to the group, and the respective roles of members and facilitators. * Understand how peer coaching supports professional development and self reflection towards changed behavior and problem solving. |
| **Strengths for Personal, Staff, and Team Development**  *Objectives***:**   * Understand and be more aware of personal strengths. * Understand a process for becoming aware of the strengths of others in order to enhance interpersonal relationships and supervision. * Understand how to develop teams for greater success using strengths. * Understand how a strengths approach can support and reinforce multicultural leadership. |
| **Financial Management Concepts and Budgeting**  *Objectives***:**   * Articulate what financial management is and why it is essential to sound organizational health. * Understand essential nonprofit finance concepts. * Understand key financial statements. * Identify the steps in the budgeting process. * Understand how costs are estimated and income is forecasted. * Be familiar with components of my organization’s “financial story” for the current and/or next fiscal year. * Communicate to internal and/or external stakeholders the importance of my budget. * Understand how to monitor my organization’s financial performance. |
| **Supervision**  *Objectives***:**   * Understand the supervision framework; roles and responsibilities of a supervisor. * Learned how to set and communicate expectations that are aligned to individual performance as it is related to organizational performance and mission impact. * Develop a supervision vision statement to use while working with current and future staff members. * Make commitments based on the supervision statement and personal framework approach. |
| **Performance Management and Organizational Sustainability**  *Objectives***:**   * Understand the effective elements and process for staff performance management. * Understand the managers’ role in its successful implementation and alignment to strategy and mission. * Assess organizational financial position and health. * Discuss nonprofit business model considerations. * Explore strategies and questions to consider in addressing financial concerns. |
| **Final Gathering and Participant Presentations**   * Reflect on the year and share individual and organizational impact and learnings. * Share new individual leadership frameworks and visions for what’s next. * Celebrate! |