



Basic People Leadership

micro
workshops

10 basic people leadership skills every leader needs

New team leaders need a foundation. When I was the Director of Americas IT at Nike, we used a Basic People Leadership Program that helped us all get off to a fast start.

That Nike course made a big impact on me. Over the years of leadership experience and research, I built my own version of that program to help new leaders get an immediate head-start. These 10 fundamental topics are put into short 2-hour monthly workshops and create a solid foundation that new leaders need.

Lead People

Innovation Culture

Develop Yourself

Build Trust

Develop Your Team

HR Fundamentals

Ethics & Character

Incentives & Motivation

Emotional Intelligence

Plan & Execute

simple
process

1 Monthly workshop to learn skills and create measurable action plans.

2 Work with executive coach to get feedback and measure results of growth.

3 Report, share, and learn by sharing with peer mentors.



Program Founder

Dr. Gordon E. Whitehead

Nike leader. U.S. Marine Officer. Business entrepreneur. Leadership, organization, and executive coach. University professor in leadership, ethics, and organizational behavior. Published author. High School Varsity coach (football, basketball, baseball).

 [How to Register](#)

 [Website](#)

Email gordon.whitehead@leaders247.com.

Workshop Descriptions

Lead the People

the fundamentals of leadership in a millennial era

In the millennial era, people choose who they will listen to and who they will follow. This subscription model for leadership actually clears up confusion about what leadership is: Leaders have followers. Without followers, you can't lead. The reality is that a leader has to constantly earn the right to lead. Subscription leadership is a healthy approach because it sends social signals about where followers are willing to entrust their power. The millennial era leaders are good at reading those signals. Millennial leadership is hard work – leaders need to be able to deal with chaos, ambiguity, complexity, paradox, fluidity, and recognize the interconnectedness and interdependence of contemporary social life. Regardless of your age, success as a millennial leader will be evidenced by your ability to move diverse and demanding organizations, societies, and companies forward in a positive direction to reach common goals. In this workshop you will develop an understanding of what it takes to build your personal capacity to become a strong leader in the millennial subscription leadership era.

key outcomes

- Develop a personal leadership mantra.
- Collect personal stories from your past about leaders who have impacted you both positively and negatively and learn to leverage those stories to grow your leadership.
- Explore the big leadership competencies and self-assess where you are strong and where you need to improve.
- Learn about the performance engagement triangle and how to empower people you lead.
- Identify the big mistakes new leaders tend to make and incorporate personal plans to turn those mistakes into strengths.
- Learn how to self-assess your leadership using the four leadership indicators.
- Select a peer mentor / accountability partner.

tools you receive

- Book - "My Best Advice" by Tim Rahschulte.
- Book - "Leadership is an Art" by Max DePree.
- Article - "What is Leadership" by Gordon Whitehead.
- Movie - "Caine Mutiny."
- List of open-source resources that include TED talks, HBR videos, and other high-quality content to help you understand leading people in a practical way.
- Activities book with a list of micro activities that you can use for yourself, or share with your team (ebook).

pre-work

- Readings.
- Myers Briggs assessment.
- Leadership indicator self-assessment.

post-work

- Leadership indicator expanded discovery.
- Write a blog post or private article on your philosophy of leadership.
- Arrange for your personal coaching call with Leaders247.

Develop Yourself

how to develop yourself as a leader

Learning how to take a hard and accurate look at yourself is a critical leadership skill. Great leaders constantly invest in themselves, even though they have limited time. In this workshop we use Peter Drucker's famous model of "managing oneself" to identify strengths and create a personal long-term leadership development strategy.

key outcomes

- Use your personal mantra to guide your leadership philosophy and personal growth plan.
- Create a long-term leadership persona with objectives.
- Identify linchpin roles and functions that represent milestones on your journey to your long-term goal.
- Take charge of your own career path and personally map the future and how to get there.
- Learn to invest in yourself to develop both technical and non-technical professional capabilities.

tools you receive

- eBook "Managing Oneself" by Peter F. Drucker.
- A list of open-source resources that include TED talks, HBR videos, and other high-quality content to help you improve yourself.
- A develop-self worksheet (word doc).
- Activities book with a list of micro activities that you can use for yourself, or share with your team (ebook).
- 30-minute personal coaching session with Leaders247.

pre-work

- Readings.
- Complete the develop self worksheet.

post-work

- Complete your personal development plan and share it with a mentor.
- Coach one other person on self-development.
- Arrange for your personal coaching call with Leaders247.

Develop Team

how to develop your team for high performance

Almost no important work gets done without a team. Emerging leaders are frequently thrust into leadership roles where they have to form or shape a team into high performance as fast as possible. In this workshop you will learn skills for developing a team to become self-healing, high performing, and able to produce specific, on-target, high-value results.

key outcomes

- Learn what creates a self-healing high performing team.
- Learn how leaders interact with those types of teams.
- Plan to recognize and leverage unique talents of team members for strategic benefit.
- Understand group dynamics and how to create team-orientation in others.
- Learn the key principles of successful delegation, meeting management, agile team leadership, and how appreciative inquiry is used with small teams to draw out the most in them.
- Learn and leverage the natural evolution of team stages: Form, Storm, Norm, Perform.

tools you receive

- 8 ways to build collaborative teams (HBR article).
- Why some teams succeed and so many don't (HBR article).
- Book - Failure is Not an Option, by Gene Kranz.
- Movie - Hoosiers.
- A list of open-source resources that include TED talks, HBR videos, and other high-quality content to help you understand team-based leadership in a practical way.
- Activities book with a list of micro activities that you can use for your team (ebook).
- 30-minute personal coaching session with Leaders247.

pre-work

- Readings.
- Assess your team using our SWOT template.

post-work

- Team development plans.
- Individual team member development plans.
- Arrange for your personal coaching call with Leaders247.

Ethical Strength & Character

building a mindset that contributes total value

The leader's journey is not an ethical cake-walk. A lifetime of leadership results in personal conflicts that escalate in intensity as leadership responsibilities expand. However, against that tension-filled yellow-brick road, ethical leaders strive to facilitate a journey for others that is safe with trust, unleashing an individual's productive spirit, and encouraging individual as well as company growth. In this workshop you will focus on the impact a leader has on the ethics of the culture around him or her, and on how leaders can shape the ethics of a culture. Ultimately, you will see where the intersection exists between high ethical character and the best business potential, and recognize why ethics is the heart of leadership.

key outcomes

- Develop a personal statement of your leadership ethics.
- Identify strategic social responsibility opportunities that integrate with the strategic aims of your organization.
- Understand the risk areas you may face in your own industry that can create ethical dilemma and ethical risk.
- Understand where the greatest ethical challenges come from and why.

tools you receive

- Book - "Ethics is the Heart of Leadership" by Joanne Ciulla.
- Book - "The Rise of Silas Lapham" by William Dean Howells.
- Movie - "The Keys of the Kingdom."
- A list of open-source resources that include TED talks, HBR videos, and other high-quality content to help you understand ethical leadership in a practical way.
- Activities book with a list of micro activities that you can use for yourself, or share with your team (ebook).
- 30-minute personal coaching session with Leaders247.

pre-work

- Readings and movie.

post-work

- Personal reflection.
- Plan for maintaining a high level of personal ethical awareness.
- Arrange for your personal coaching call with Leaders247.

Innovation Culture

how to lead creatives and foster an organizational culture that is nimble, fast, and on target

The millennial culture is bursting with innovative people. Almost every leadership role encounters working with highly creative individuals – we call those people “creatives.” This workshop focuses on three areas: (a) Increasing your own personal ability to be creative and innovative, (b) learning how to foster innovation within your organization, and (c) understanding how to work with creatives and lead with what we like to call “invisible” leadership. Some of the characteristics you’ll strive to adopt include:

- Develop unique and novel solutions, and to use intuition and a new way of thinking to give birth to new ideas.
- Develop new insights. Design and implement new or cutting edge programs/processes.
- Synthesize and reorganize information from a variety of sources and perspectives to find solutions and new ideas.
- Constantly look for ways to improve the organization, business, processes, etc.
- Think outside of the status quo. Interest in innovation and discovery and how to benefit the lives of others with new ideas and new approaches.
- Take risk, bear failure, and integrate multiple perspectives.

key outcomes

- Increase your own personal ability to be creative and innovative.
- Learn how to foster innovation within your organization.
- Understanding how to work with creatives and lead with what we like to call “invisible” leadership.

tools you receive

- Book - “Orbiting the Giant Hairball” by Gordon MacKenzie.
- Article - “Collaborating with Creatives” by Gordon Whitehead.
- A list of open-source resources that include TED talks, HBR videos, and other high-quality content to help you understand innovation in a practical way.
- Activities book with a list of micro activities that you can use for yourself, or share with your team (ebook).
- 30-minute personal coaching session with Leaders247.

pre-work

- Readings.

post-work

- 30-day innovation journal.
- Arrange for your personal coaching call with Leaders247.

Build Trust & Social Capital

how to build trust foundations across the organization and build social capital that makes you a lead influencer across the enterprise

Trust is the epicenter of leader-follower relationships. Trust operates bilaterally. Leaders develop the trust of their followers, but at the same time, followers gain the trust of their leaders. Mutual relationships of trust deepen over time with patterns of consistency and dependability. The leader needs the trust of the follower in order to marshal the resources and energy of people to get stuff done. The follower needs the trust of the leader in order to receive assignments that are meaningful with an opportunity to grow and develop. Both leader and follower are at the mercy of each other because trust is an incredibly delicate gift; a gift that is quickly revoked and hard to restore once damaged. In this workshop, we focus on the foundational layers of building trust. Building trust leads to strong social capital. You will learn how to build social capital with subordinates, peers, and your leaders. A component of building social capital is the effect of empowerment in your teams. We help you dispel the myth of what most people call empowerment and give you a simple formula for creating and measuring true empowerment.

key outcomes

- Learn what types of things leaders unknowingly do to cause trust relationships to decline in their organization.
- Learn the core elements of trust and be able to spot how lack of trust surfaces in the organization.
- Learn the difference between structured role-based trust and a higher level of trust that comes from a transcending leader-follower understanding.
- Learn how to empower effectively. Also learn when not to empower and how to explain to people they are either empowered or not without negatively impacting morale.
- Identify the ecosystem for building social capital in your organization, and self-assess where and how to strengthen your social influence in your organization.
- Create a plan for fostering an environment of trust and empowerment by being transparent and forthcoming.
- Respond to failure in an appropriate way – allowing for failure, building trustable situations, creating room for corrective feedback that doesn't decrease innovation or appropriate risk taking.
- Learn how to involve others and create a shared-leadership experience, which increases trust levels in the organization.

tools you receive

- Book - "Killer Angels" by Michael Shaara.
- Article - "The Neuroscience of Trust" HBR.
- Article - "The Underside of Command" by Gordon Whitehead.
- Article - "Trust" by Gordon Whitehead.
- Trust assessment tool.
- A list of open-source resources that include TED talks, HBR videos, and other high-quality content to help you understand trust and leadership in a practical way.
- Activities book with a list of micro activities that you can use for yourself, or share with your team (ebook).
- 30-minute personal coaching session with Leaders247.

pre-work

- Readings.
- Trust assessment.

post-work

- Validate trust plan and implement.
- Arrange for your personal coaching call with Leaders247.

Emotional Intelligence

how to become emotionally intelligent and impact the emotional intelligence, attitude, and motivation of those around you

Research by Daniel Goleman shows emotional intelligence accounts for 90% of the difference between good leaders and great leaders. Emotional intelligence consists of 5 components: Self awareness, self-regulation, motivation, empathy, and social skill. In this workshop you will dive into each of the components of emotional intelligence, assess yourself, and also learn how you can be a pivotal influence in helping your team and those around you increase their emotional intelligence.

key outcomes

- Learn how to perceive your own emotions and understand triggers that cause you to do and say things that later come back to be detrimental to you.
- Learn skills to reflectively regulate your own emotions so as to promote emotional and intellectual growth.
- Be able to recognize, understand, and manage your own emotions; and, recognize, understand, and influence the emotions of others.
- Learn how emotions can drive behavior. Learn how to harness emotions and apply them to tasks like thinking and problem solving.

tools you receive

- eBook - "Emotional Intelligence" by Daniel Goleman
- Emotional Intelligence Assessment and feedback.
- A list of open-source resources that include TED talks, HBR videos, and other high-quality content to help you understand emotional intelligence and leadership in a practical way.
- Activities book with a list of micro activities that you can use for yourself, or share with your team (ebook).
- 30-minute personal coaching session with Leaders247.

pre-work

- Readings
- Take the EI assessment.
- Identify one or more of the EI components where you want to focus.

post-work

- Personal reflection.
- Plan for maintaining a high level of emotional intelligence.
- Arrange for your personal coaching call with Leaders247.

HR Fundamentals

how to hire, fire, and promote – and other HR fundamentals

The role of human resources is not a functional set of tasks completed by someone from another department with the title of HR. The best leaders seek to integrate the important HR leadership skills into their management practices. In other words, every leader must be skillful at key HR functions such as: (a) hiring, (b) firing, (c) talent development, (d) promoting, (e) providing feedback through formal and informal reviews, and (f) being able to understand the legal landscape under which they lead their organization. This workshop gives a primer into the critical HR processes you as an emerging leader need to understand and become strong in.

key outcomes

In this workshop you will learn about the critical HR processes of:

- How to recruit talent by finding the hidden talent pipelines.
- How to bring someone on board so they immediately feel a part of the team, the culture, and they want to perform instantly.
- How to develop people by responding to, or acknowledging, their blockers and celebrating their successes on a regular basis.
- How to do dynamic performance reviews and coaching by investing only a few minutes a day.
- How to conduct effective 1-1s.
- How to protect yourself and your company when you have to take negative actions such as putting someone on a performance plan, or terminating employment.

tools you receive

- Book - "A Christmas Carol" by Charles Dickens.
- Templates for basic performance plans, corrective actions, and termination letters.
- A list of open-source resources that include TED talks, HBR videos, and other high-quality content to help you understand leadership as it applies to HR in a practical way.
- Activities book with a list of micro activities that you can use for yourself, or share with your team (ebook).
- 30-minute personal coaching session with Leaders247.
- 1-year subscription of Loop2U Performance for your team of up to 5 members.

pre-work

- Readings.
- Review your HR policies for leaders
- Select your performance criteria for performance reviews.

post-work

- Implement Loop2U for dynamic coaching.
- Implement 1-1 process with coaching focus .
- Arrange for your personal coaching call with Leaders247.

Incentives & Motivation

how to understand compensation and the impact of recognition and incentives on a millennial minded knowledge-driven workforce

The individual is the basic strategic factor in any organization. In order for the organization to be successful, it actually requires the individual worker to cooperate – to give of themselves – to give their talents to the organization. What causes a person to want to give their talents, to work hard, to really care about the success of the organization? This workshop dives into an under-appreciated theory called “the theory of incentives,” and how to apply a few key principles from this theory to help leaders understand the role of compensation, motivation, and recognition in a millennial workforce.

key outcomes

- Gain a basic working knowledge of the theory of incentives and how to apply the principles in your own leadership experiences in building a high performing organization.
- Understand the impact of material inducements such as compensation and how that differs from or augments other non-material opportunities such as the chance for enlarged participation and connection to the organization’s grand success.
- Learn why motivation techniques do not produce long-term results.
- Learn how to tap into the internal motivation (self-motivation) of your team members so that their own motivations drive high performance.

tools you receive

- Book - “The Functions of the Executive” by Chester Barnard.
- New approaches to leadership in distributed environments and self-healing organizations, by Gordon Whitehead (ebook).
- A list of open-source resources that include TED talks, HBR videos, and other high-quality content to help you understand leadership as it applies to incentives and motivation in a practical way.
- Activities book with a list of micro activities that you can use for yourself, or share with your team (ebook).
- 30-minute personal coaching session with Leaders247.

pre-work

- Readings.
- Values exercise with your team.

post-work

- Re-think your compensation strategy and motivation strategy and adjust to millennial-era needs.
- Arrange for your personal coaching call with Leaders247.

Planning & Execution

how to create simple plans, communicate quickly, and manage execution

The most effective speed planners are combat patrol leaders. What's their secret? Reverse planning and a 5-paragraph order to communicate and coordinate. While you may not be leading a combat patrol, sometimes, no doubt, you feel as if you are under "proverbial fire" to get things done quickly and to get them done right. In this workshop you will learn speed planning techniques, communication techniques that synchronize coordinating efforts and support, and you will also learn how to create basic project plans using those same techniques.

key outcomes

You will learn and develop simple tools to help you with:

- Reverse planning.
- 5-paragraph plans.
- Communication and coordination strategies.
- Fundamental project planning.
- Agile execution that allows you to respond to shifting conditions while still obtaining the big objective.

tools you receive

- eBook - "FMFM 1" (U.S. Marine Corps Warfighting).
- Book - "The Logic of Failure" by Dietrich Dörner.
- A list of open-source resources that include TED talks, HBR videos, and other high-quality content to help you understand leadership as it applies to planning and execution in a practical way.
- Activities book with a list of micro activities that you can use for yourself, or share with your team (ebook).
- 30-minute personal coaching session with Leaders247.

pre-work

- Readings.
- Identify a current or future project that needs planning, communication, and timely execution.

post-work

- Create (or adjust) project plans, communicate, and execute.
- Arrange for your personal coaching call with Leaders247.

From the Founder

For over 30 years I have been involved in the process of leading people and organizations, developing strategies, and worrying about how future leaders should be developed. From the football field to the Marines, from the high-speed action of Nike to the intense complexities of the high-tech startup world, and from Vice President to Entrepreneur, I've covered a lot of ground and have seen how leadership makes a difference.

I've seen organizations who promote their people into leadership responsibilities without giving them any framework for success. In those cases, the leader is miserable, his or her people are miserable, and the production of the group falls to a stand-still. The results are always catastrophic.

On the other hand, I've seen great organizations such as Nike, who invest heavily in the development and support of their leadership talent. Likewise, while in the Marines I spent almost a third of my 13 years in some sort of school or training. That is an organization that believes in developing people. While at Nike, I noticed the first thing they did for their new managers was to send them to a week-long course called Basic People Management Skills. These were profound examples and are modeled heavily in our programs.

Leaders need opportunity to discuss, share, and study leadership in a safe environment, to be able to ask questions, and to dig deep within themselves to discover their capabilities and potential.

If you are genuinely interested in leading people, then you'll want to get to know us. Our goal is to advance the art of leadership. We believe leadership is both a learned skill and an acquired art. To be good at leadership requires constant study, practice, self-evaluation, and an eagerness to learn from others.

We don't teach the typical surface concepts of leadership. We dig deep and work to help our clients understand how their leadership affects the lives of the people they lead. For example, have you ever thought about the overused word of "empowerment?" So often leaders throw that word around and think they are doing good. However, if a leader says they are empowering someone, but don't give them the two key elements of empowerment (authority and resources) then all they've done is employed the word empowerment as a therapeutic fiction. That technique always backfires when people ultimately discover the truth, and they always do.

How leaders work with their people determines success or failure, especially in the modern age where people are incredibly knowledgeable, independent, creative, and enjoy doing great things. As a leader you'll either enable the talents of those around you to blossom and grow, or you'll stifle capability and frustrate the very people who could help you be successful. Most leaders who are failing don't even recognize it until it is too late.

So, we don't focus on the typical feel good ideas of leadership. Rather, we teach contemporary tactics grounded in the notion that leading people is an important art and a developed skill.

Sincerely,

Gordon E. Whitehead, D. Mgt.
Founder



Pricing

Individual pricing	\$2,200
Group pricing	\$1,700 (individual price for groups of 5 or more)

- Workshops: 10 two-hour micro workshops in a cohort of peers spread out over a 12 month period.
- Executive coaching: Each individual receives a minimum of 5 hours of personal coaching from a senior executive.
- Tools and resources for each workshop.

Customizations

If you are interested in having a custom version of this program created specifically for your organization, contact us.

Adjustments

From time to time some of the core resources, books, videos, or movies may change in order to maintain the best relevance and application experience for participants.

Contact Us

Feel free to contact us at 801.369.0107 or through email at Gordon.Whitehead@Leaders247.com.

About the Founder

Gordon Whitehead specializes in leadership and organizational development with a particular interest in helping emerging leaders accelerate their leadership growth. His career includes 13 years in the United States Marine Corps where he served both as an enlisted man and as an officer. He left the Marines as a Captain to join the Nike team where he held several positions with international responsibilities, including the Director of IT for the Americas Region. Other professional positions include: Director of IT for Sequent Computers, Vice President for FB&B Consulting Group, and Vice President of IT Operations for CorVel Corporation. Gordon has been a head varsity basketball coach in Oregon and Utah, and a varsity football offensive coordinator for a championship team in Oregon. He received his Bachelor of Arts degree from Oregon State University in Business with concentrations in business administration and finance with a minor in Japanese. He holds a Doctor of Management degree from George Fox University and is an adjunct professor at Utah Valley University and Brigham Young University. Gordon is a published author on various leadership topics. He founded Leaders247 to advance the art of leadership by teaching, mentoring, and coaching leaders and organizations to higher performance by unlocking the capacity of their people.

About Leaders247

Our goal is to advance the art of leadership. We believe leadership is both a learned skill and an acquired art. To be good at leadership requires constant study, practice, self-evaluation, and an eagerness to learn from others. At Leaders247 we don't teach the typical surface concepts of leadership. We dig deep and work to help our clients understand how their leadership affects the lives of the people they lead. As a leader you'll either enable the talents of those around you to blossom and grow, or you'll stifle capability and frustrate the very people who could help you be successful. There are very real business bottom-line results that come from leadership (good and bad), and most leaders who are failing don't even recognize it until it is too late. Our advantage is an organic agile approach using the leadership talent equity already built within your organization. With our proprietary process, we identify the focus, organize the development, produce the content, and then integrate your experts. We are team-people – we know how to pull together a team. We integrate the best ideas from open sources like Fast Company, Harvard Business Review, and Stanford's e-corner, along with our own research and experience. The result is a customized program on your site with your people developing them the way you need.