

Your most valuable resource is your people. In the NAAEI Leadership NOW Program, Executives learn how to maximize this resource and solve current business challenges by driving employee engagement. This program focuses on tactics for building engagement in a fast-paced work environment. It is designed to introduce concepts, strategies, and tools that assist Leaders in building their leadership brand, maximizing strengths and unleashing the human potential within their workplace.

The NAAEI Leadership NOW Program incorporates the findings of Gallup's extensive and ongoing research.

Audience

The program is designed for Apartment Industry High Potential Executives.

Learning Format

This program uses adult learning models and experiential methods to create an interactive, energizing, and application-based learning experience that is focused on driving performance at work through a strengths-based approach.

After participating in the program, Leaders will be able to:

1. Demonstrate a comprehensive understanding of their unique strengths, specifically in the context of their leadership role.
2. Gauge how different management styles support or undermine strength-building behaviors that lead to employee engagement and enhanced performance.
3. Assess their workgroup's engagement levels and develop a plan to achieve crucial business outcomes.
4. Understand the Four Keys to Great Management — drivers that have been proven to develop effective management.
5. Formulate a personal management development plan and an action plan to drive their team's performance based on their one-on-one session with a Gallup Executive Coach.

Prior to Session — Individualized Leader Development

- ✓ The Clifton StrengthsFinder assessment provides the Leader with insights into his/her areas of greatest strengths.
- ✓ StrengthsFinder learning introduces the Leader to the basics of the strengths theory and strengths-based development concepts.



- ✓ The Q¹² employee engagement survey is administered to team members reporting to the Leader and measures their emotional attachment to their workplace, a bond that produces remarkable financial results for organizations.

Post Session-Additional Coaching

- ✓ Follow-up coaching sessions with a Gallup Executive Coach helps Leaders to maximize the momentum and energy generated during the program. Together, the Leader and the coach can establish a follow-up plan and track the Leader’s progress as he or she develops best practices and refines their management strategy.

Overview Leadership Now Program	
Day 1	
Content Focus	Description/Objectives
Welcome/Review Agenda	Facilitator will provide introduction to the program.
Focus on You	Each person will introduce himself or herself by responding to four questions. Participants will begin to discuss what they hope to achieve in the program.
Industry Challenge and Company specific Challenge.	Leaders will be asked to work on an apartment industry challenge. Additionally each participant will identify a current work-related challenge. They will refer to these challenges throughout the program.
What Do the World’s Greatest Leaders Do Differently?	Introduction to a behavioral economic model which lays the groundwork for this program.
The Gallup Path: Leader Self-Check	Groups will work to connect the following elements: Identifying Strengths, The Right Fit, Great Leaders, Engaged Employees, Engaged Customers, Sustainable Growth, Real Profit Increase and Stock Increase. This activity helps Leaders see where they fit into the overall scheme of organizational excellence.
The Four Keys to Great Management	Introduction to the Four Keys of Great Management: Select for Talent; Expectations; Motivation; and Development. Leaders will receive the Four Keys Coaching Guide, which can help them along the Gallup Path. This activity gives Leaders the opportunity to practice using the guide with a partner, and then discuss how they might use this guide to learn more about their direct reports and how to best manage them.
Clifton StrengthsFinder Report: First Impressions	Gallup’s assessment helps Leaders discover, understand, and describe their top talents. Leaders spend time reviewing and analyzing their results.
A Closer Look/Recognizing Talents	These activities give Leaders a chance to talk about their Signature Themes and listen to their peers describe their themes. They are asked to begin collecting stories and observations to gain a deep understanding of the various talent themes.
Analysis	Leaders will look at their entire StrengthsFinder assessment results to determine which talents they “always,” “sometimes,” or “rarely” use.



Day 2	
Content Focus	
One-on-One Gallup Executive Coaching (Part One)	A Gallup Executive Coach will help Leaders understand how their natural talents affect their ability to lead. This one-on-one phone call will dive deep into Leaders' talents and challenges.
Creating Powerful Partnerships: Board of Directors	Leaders will be asked to create a board of directors for their career and determine how each individual on the board has encouraged their development and contributed to their success. They will identify vital partners and the role they play.
Understanding and Building Partnerships	This activity helps Leaders identify their current and prospective partners.
Expanding the Power of Your Partnerships/My Partnerships	This is a deeper dive into current partners.
Expectations and Your Signature Themes	We are most engaged and successful when we use our talents in the work we do. This activity helps Leaders examine their roles and determine five expectations related to their role. Then they determine which Signature Themes help them to meet those expectations.
Signature Themes Discovery	Leaders are asked to work through a few discovery questions as they think about the five expectations that relate to their role.
The Four Keys Coaching Call	Leader will conduct a Four Keys Interview with one of their team members using the Four Keys Coaching Guide.
Four Keys Interview Synthesis	Leaders evaluate how the Four Keys Interview can be used to drive their team's performance outcomes.
Four Keys Follow-Up Interview Feedback	This worksheet should be filled out immediately following the initial interview and then referred to when preparing the agenda for the follow-up discussion.
Understanding Themes	Groups determine the top five most commonly recurring themes for men and women who have taken the Clifton Strengths Finder assessment.
What Makes a Great Place to Work?	Engagement is a measure of the extent to which a person is psychologically committed to their role. Small groups are asked to brainstorm the characteristics of the best working environment.
12 Items That Matter	Leaders are introduced to the conceptual framework of employee engagement. They learn how to describe the characteristics of an engaged employee and to identify the importance of employee engagement. Then, they will learn the comprehensive, predictive, and actionable nature of the Q ¹² items, as well as the importance of the order of the items.
Engagement Survey	This activity will enable Leaders to check their own level of engagement
Building a Great Place to Work	Introduction to the Engagement Hierarchy.
Q ¹² Results Analysis and Dialogue	Each Leader will review his or her team's Q ¹² results, which measure the team's engagement levels on 12 essential items that have been linked to critical business outcomes. Leaders will be prepared to understand their team's engagement levels and how to respond appropriately by establishing and maintaining dialogue about engagement with their teams.



Day 3	
Content Focus	Description
One-on-One Gallup Executive Coaching (Part 2)	Leaders have a second opportunity to speak with their Gallup Executive Coach to continue the discussion from the previous call. Coaches will use the participant's Clifton Strengths Finder and employee engagement data to help the Leader formulate an action plan to build his or her own effectiveness as a Leader and the performance of the team.
Making Sense of Engagement	This discussion helps Leaders see their role in increasing employee engagement. The Leading Q ¹² Impact Planning guide will be introduced, which offers step-by-step instructions for leading a team through the review, planning, and goal-setting process.
Maximizing and Managing Talent	Small groups will review hypothetical situations and discuss how the people in the examples can maximize their Signature Themes and work around their lesser themes.
Seven Strategies That Work	Leaders will learn about seven strategies that help individuals develop and thrive by optimizing strengths and managing barriers.
Applying the Seven Strategies	This activity will help Leaders apply the seven strategies to a situation in their own work experience.
What Motivates You?	Each person is motivated in his or her own way — often based on individual talent themes. In this activity, Leaders identify factors that motivate them as individuals. The card sort gives them a tool to use as they try to discover their team members' motivation needs. What is meaningful to one may not be valuable to the next. The best recognition is salient and individualized.
Reflection and Strategy	As Leaders move ahead and implement the concepts and tools they have received in the program, they are asked to set goals for self-awareness, for individual team members, and for their workgroup — making the most of their own potential as a great Leader.
Success Target	Leaders are asked to reflect back on the challenge they wrote on their first day in the program and decide what success would look like for that challenge. They will build a strategy to integrate what they have learned into their day-to-day management style.
Think Big!	This activity gives Leaders a chance to step back and look at the big picture of what they have learned and how it can affect their roles.



Registration Information

Program Dates: April 8-10, 2014

Training Location: Gallup World Headquarters
901 F Street NW Washington, D.C. 20004

Hotel: Hotel Monaco
700 F Street NW Washington, D.C. 20004
800-738-1202
\$379/night (**Hotel room needed April 7, 8 and 9**)

NAA Member Investment \$5,000 (Registration includes a Welcome Reception on the evening of April 7, Continental Breakfast and Lunch each day, Dinner on April 8 and 9)

NAAEI is offering a \$2,500 discount for this pilot program. This program retails for \$15,000 if taken through Gallup open enrollment.

To Register, Contact:

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