



A Competency-Based Approach to Leadership Development

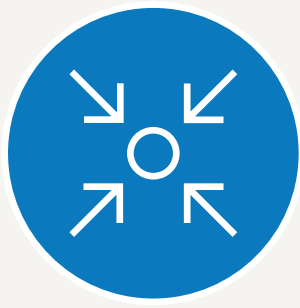


Giving your leaders the training, coaching, and guided practice they need to achieve their full potential.

AceUp's Competencies Cover Four Pillars of Leadership

We've identified the 12 areas our clients most often ask us to help their leaders grow in, and have developed evidence-based coaching programs for each of them. Our programs help participants make one meaningful, measurable behavior change per quarter in a given competency. Depending on your company's wants and needs, we deliver programs that focus entirely on competencies within one of the four pillars of leadership, or combine competencies from different pillars.

 LEADING SELF	<ul style="list-style-type: none">▶ Improving Time Management, Organization, & Productivity▶ Developing Leadership Presence▶ Transitioning from Subject Matter Expert to Leadership
 LEADING OTHERS	<ul style="list-style-type: none">▶ Communicating Effectively & Influencing Stakeholders▶ Growing Emotional Intelligence▶ Managing Conflicts & Difficult Conversations
 LEADING CHANGE	<ul style="list-style-type: none">▶ Facilitating Effective Change Management▶ Regulating Stress & Building Resilience▶ Collaborating Across the Organization
 LEADING ORGANIZATIONS	<ul style="list-style-type: none">▶ Leading with a Growth Mindset▶ Developing a Coaching Approach to Management▶ Building & Leading Inclusive Teams



**Improving Time Management,
Organization, and Productivity**

Developing Leadership Presence

**Transitioning from Subject Matter
Expert to Leader**

Leading Self

This group of competencies focuses on helping leaders develop a deeper awareness of the effectiveness of their mindsets, behaviors, habits, and strategies.

Programs on these competencies leverage awareness to inform a series of experiments in new ways to better manage and transform their time, presence, focus, and authority.

Through training and coaching, participants design a professional development goal to focus on during the program. They then identify one key behavioral change per quarter that could help them and their team make measurable progress toward that goal. Quarterly surveys give them and their coaches clear indications of which approaches are yielding the best results and which ones should be abandoned.

Participants complete the program with a celebration of their biggest insights and breakthroughs that others can learn and benefit from. Those who choose to continue will be coached to develop next-level or different goals to challenge them to aim higher.





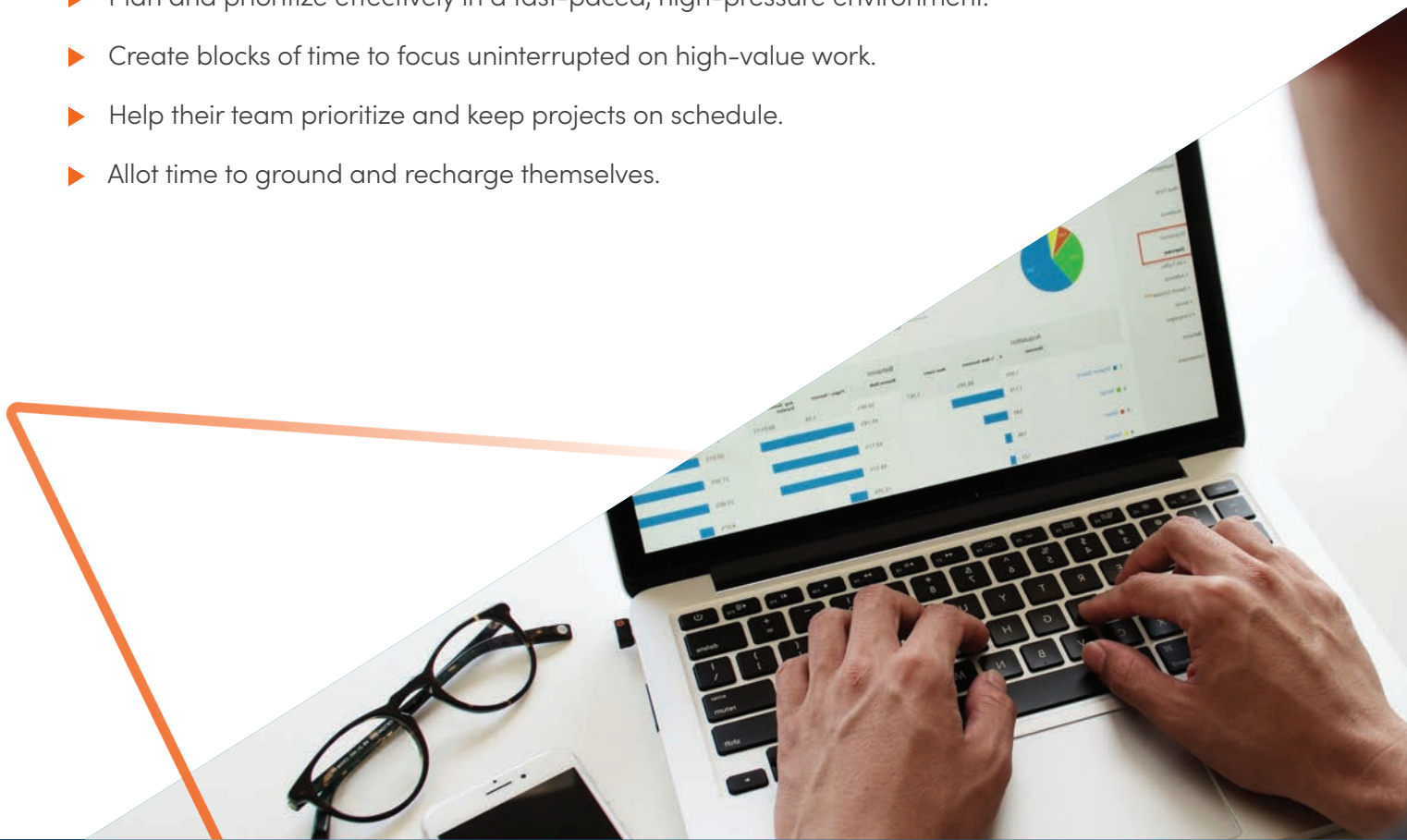
IMPROVING TIME MANAGEMENT, ORGANIZATION, AND PRODUCTIVITY

Time is a finite resource, and perhaps our most valuable one. In this digital age, our time and attention are being pulled in more directions than ever before. Mastering time management is essential to success at work and in life, but it's typically something that leaders are left to figure out for themselves. When leaders aren't using their time intentionally and aren't prioritizing effectively, it can lead to burnout and teams that are "busy" but not productive.

Improving Time Management, Organization, and Prioritization is a training designed to fast-track the learning curve and arm participants with easy-to-implement frameworks and skills around effective task management, realistic planning, and strategic prioritization. In addition, the training provides simple techniques for increasing focus and minimizing distractions while helping leaders understand the common roadblocks to productivity and practical, tactical strategies for breaking through those roadblocks so that they can achieve more with less effort and less stress.

LEADERS WHO PARTICIPATE IN THIS PROGRAM WILL LEARN HOW TO:

- Plan and prioritize effectively in a fast-paced, high-pressure environment.
- Create blocks of time to focus uninterrupted on high-value work.
- Help their team prioritize and keep projects on schedule.
- Allot time to ground and recharge themselves.





DEVELOPING LEADERSHIP PRESENCE

Many leaders find themselves stalled in positions far below their ambitions. Though their skills are outstanding, they get frequent indications that they aren't seen as promotable. They aren't as influential as they want to be, are overshadowed at meetings, freeze in conversations with senior executives, are afraid to speak out, stammer when they need to be clear, and lack the confidence they need for key networking events.

Developing Executive Presence helps leaders raise their awareness of how others' perception creates their current reality. It helps them identify key areas where they can develop the skills needed to increase their visibility and their value to the organization. Executive presence takes leaders from the frameworks to the specific behaviors, skills, and habits that will transform their personal brand. Within months, they are being offered opportunities that had been beyond their reach.

LEADERS WHO PARTICIPATE IN THIS PROGRAM WILL LEARN HOW TO:

- ▶ Understand the impact of their body language on their audience.
- ▶ Address the concerns of their audience in their communications.
- ▶ Employ stories with emotional intelligence to motivate, influence, and persuade stakeholders.
- ▶ Lead assertively, especially in times of uncertainty and change.





TRANSITIONING FROM SUBJECT MATTER EXPERT TO LEADER

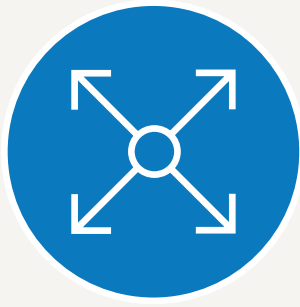
You're an expert in what you do. You're the go-to person in your area at your company — recognized, respected, and rewarded. Managing others can be a real challenge, especially when you don't have prior experience and didn't have the chance to get training. In these cases, you may not be having the impact you want. You'd like to learn the best managerial practices to empower you as a leader and make a bigger impact, and that means stepping into a bigger leadership role.

Transitioning from Subject Matter Expert to Leader is about clarifying leadership strengths you may not be fully aware of and using them to strategize a path forward so that you can become a confident, authentic leader. It's about learning how to empower the people who report to you to take more ownership of tasks, projects, and problems and about learning to shift from "No one can do it as well as I can" to "Now I can shift to more strategic thinking because my team is on it." It's about being able to elevate your thinking and focus by elevating those you lead.

LEADERS WHO PARTICIPATE IN THIS PROGRAM WILL LEARN HOW TO:

- ▶ Spend less time on tasks and more time on strategy.
- ▶ Delegate more effectively and often.
- ▶ Set their direct reports on a path to growth.
- ▶ Coach their team members to find the solutions on their own rather than telling them what their solution is.





**Communicating Effectively and
Influencing Stakeholders**

Growing Emotional Intelligence

**Managing Conflicts and
Difficult Conversations**

Leading Others

This group of competencies focuses on helping leaders align others to better understand, contribute to, and achieve the goals of their company.

Through a range of different perspectives and strategies, these modules deepen the leaders' ability to incorporate a greater variety of skills, voices, and perspectives in their team. This more holistic approach allows them to better engage and motivate everyone than traditional top-down, get-on-board leadership strategies do.

Through training and coaching, participants design a professional development goal to use the program to pursue. They then identify one key behavioral change per quarter that could help them and their team make measurable progress toward that goal. Quarterly surveys give them and their coaches clear indications of which approaches are yielding the best results and which ones should be abandoned.

Participants complete the program with a celebration of their biggest insights and breakthroughs that others can learn and benefit from. Those who choose to continue will be coached to develop next-level or different goals to challenge them to aim higher.





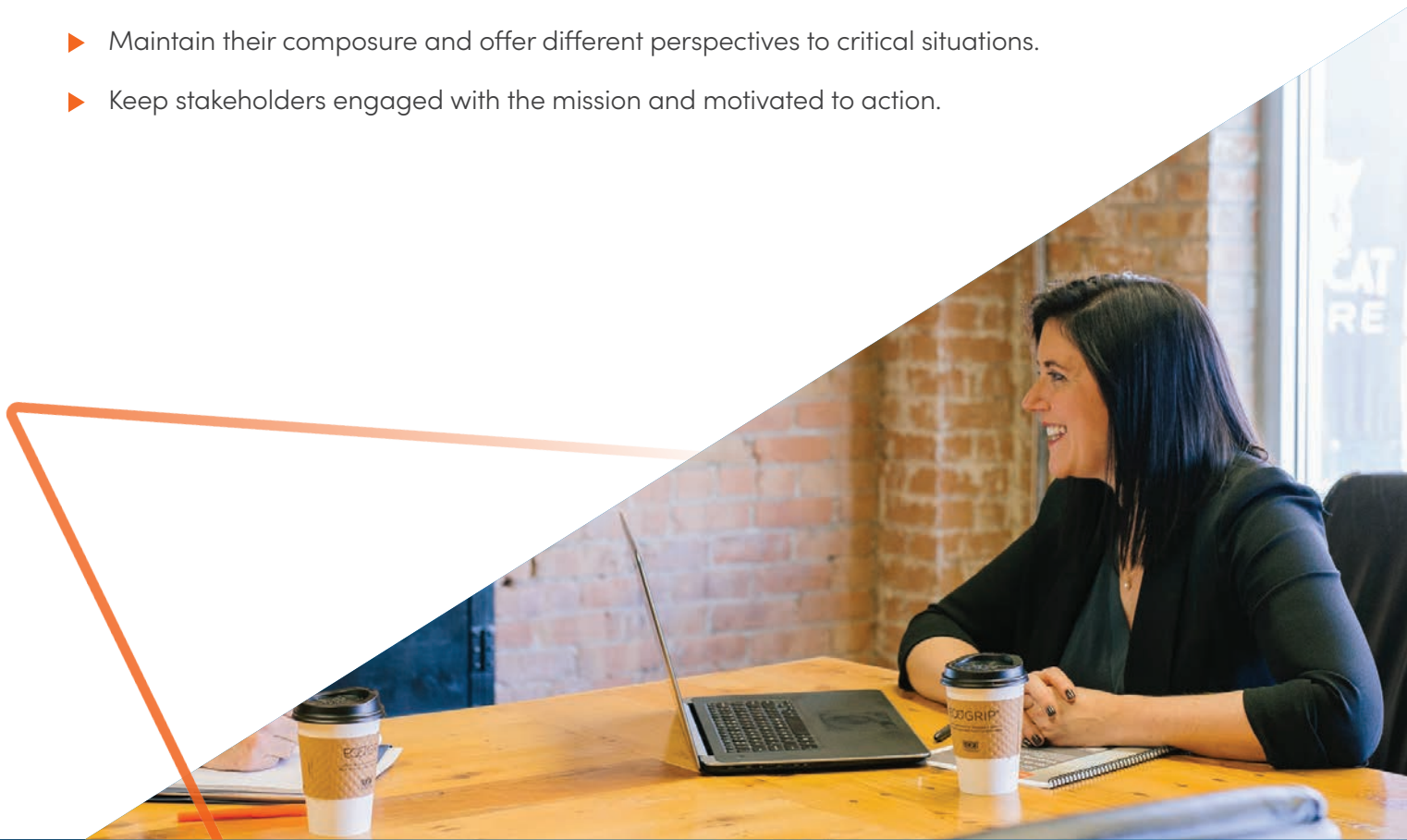
COMMUNICATING EFFECTIVELY AND INFLUENCING STAKEHOLDERS

The most common communication mistake that leaders make is focusing more on crafting their message and delivery than on learning what concerns and motivates their audience. A leader may have the best idea, but unless they put it in terms that resonate with the people who need to put it into action, it won't have any impact. In fact, if it isn't aligned with the audience, it can even backfire.

Communicating Effectively and Influencing Stakeholders is about empowering your organization by putting the needs and concerns of key stakeholders into all your communications. It's about building consensus and creating meaningful and sustainable change through a more inclusive and widely aware approach to communication. It's about giving leaders the tools and practice they need to bring everyone forward.

LEADERS WHO PARTICIPATE IN THIS PROGRAM WILL LEARN HOW TO:

- ▶ Capture their audience's main pain points in the opening outreach.
- ▶ Lead with a shared why to increase engagement and build consensus.
- ▶ Maintain their composure and offer different perspectives to critical situations.
- ▶ Keep stakeholders engaged with the mission and motivated to action.





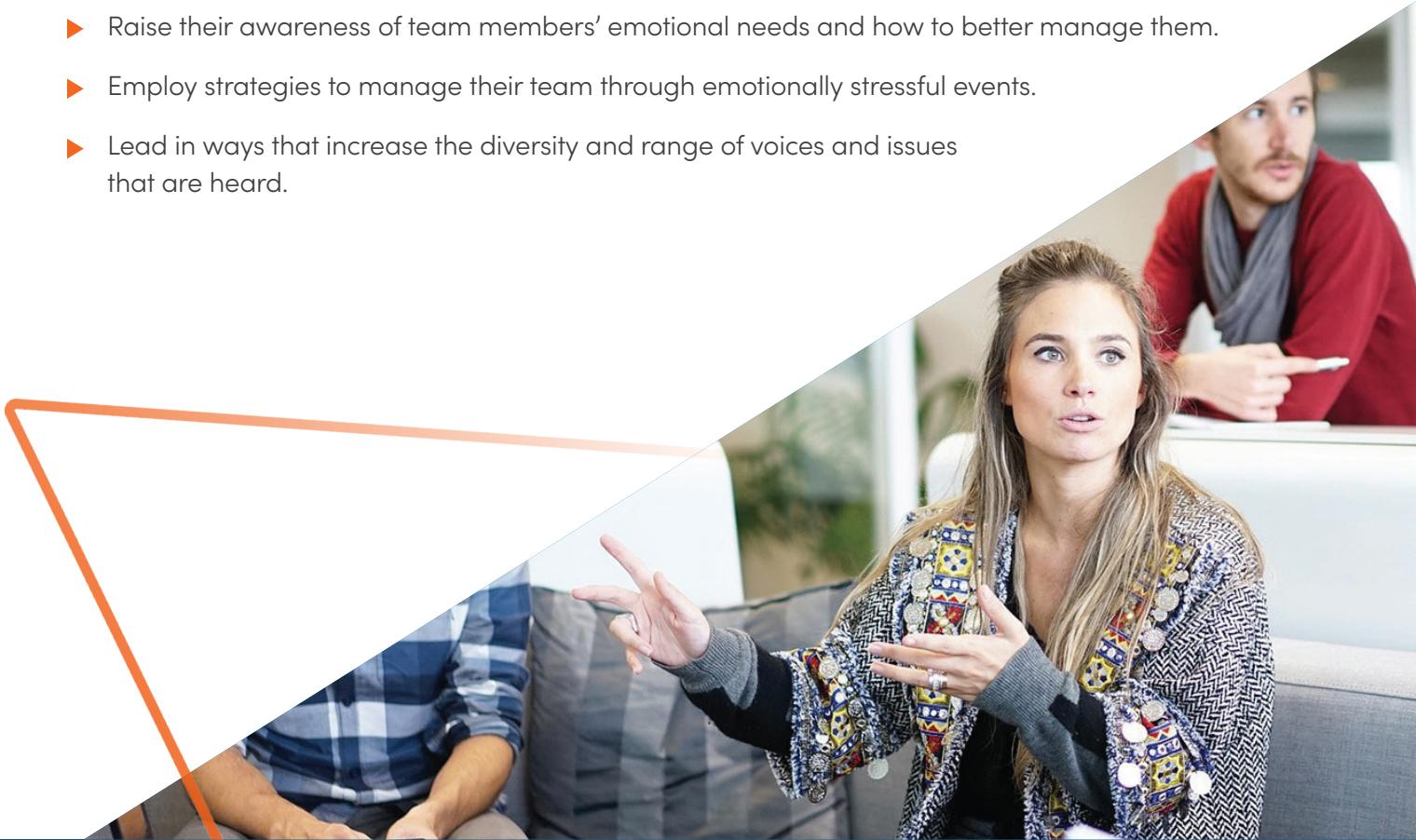
GROWING EMOTIONAL INTELLIGENCE

Emotional intelligence (EI) is a leader's ability to manage their emotions and to respond appropriately to the emotions of others. Achieving long-term, complex goals is accompanied by intense emotions – frustration, anger, joy, worry, enthusiasm – and leaders who do not manage these emotions in themselves and others well often fall short of expectations. The leader who loses their temper and yells at their team damages relationships and closes communication. The manager who responds to their direct report's frustration with disdain leaves members of their team feeling devalued and unmotivated.

Growing Emotional Intelligence will help your leaders learn how to work with and regulate their own emotional state so that they can respond to their teams, peers, and leaders from a place of calm. They will be able to recognize and appropriately respond to others' emotions. By increasing their emotional intelligence, leaders will deepen their collaboration, build trust, motivate and inspire others, and improve their communication.

LEADERS WHO PARTICIPATE IN THIS PROGRAM WILL LEARN HOW TO:

- ▶ Master their own emotions while under stress and pressure.
- ▶ Raise their awareness of team members' emotional needs and how to better manage them.
- ▶ Employ strategies to manage their team through emotionally stressful events.
- ▶ Lead in ways that increase the diversity and range of voices and issues that are heard.





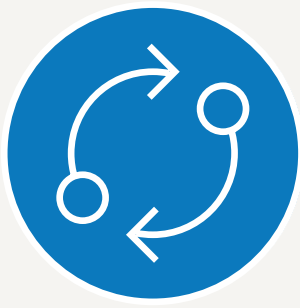
MANAGING CONFLICT AND DIFFICULT CONVERSATIONS

Leaders face a number of challenges to being effective in their roles. Many don't want to be surprised yet hesitate to raise key issues before it's too late. Others try to stay friends with peers instead of asserting their leadership role and delivering the feedback those peers need to grow in their roles. Others back down as soon as they are challenged, pushing key issues and pain points down the road. More and more articles in the business press are asserting that employees leave because of poor leaders more often than they leave because of bad companies.

Managing Conflict and Difficult Conversations is about providing process-centered communications that can reduce tension and guide challenging conversations through productive conflict. This allows team members to hear constructive feedback that has been given respectfully and act upon it. It's about creating well-oiled team machines that can be more responsive and nimbler because effective communication happens more frequently and collaboratively at all levels.

LEADERS WHO PARTICIPATE IN THIS PROGRAM WILL LEARN HOW TO:

- ▶ Put themselves in the right state of mind to move through the difficult communication process effectively.
- ▶ Help others work through conflicts and complex situations constructively.
- ▶ Shift from listening to fix to listening to learn and connect.
- ▶ Express and hear disagreement with the intent to move toward deeper understanding.



**Facilitating Effective
Change Management**

**Regulating Stress and
Building Resilience**

**Collaborating Across the
Organization**

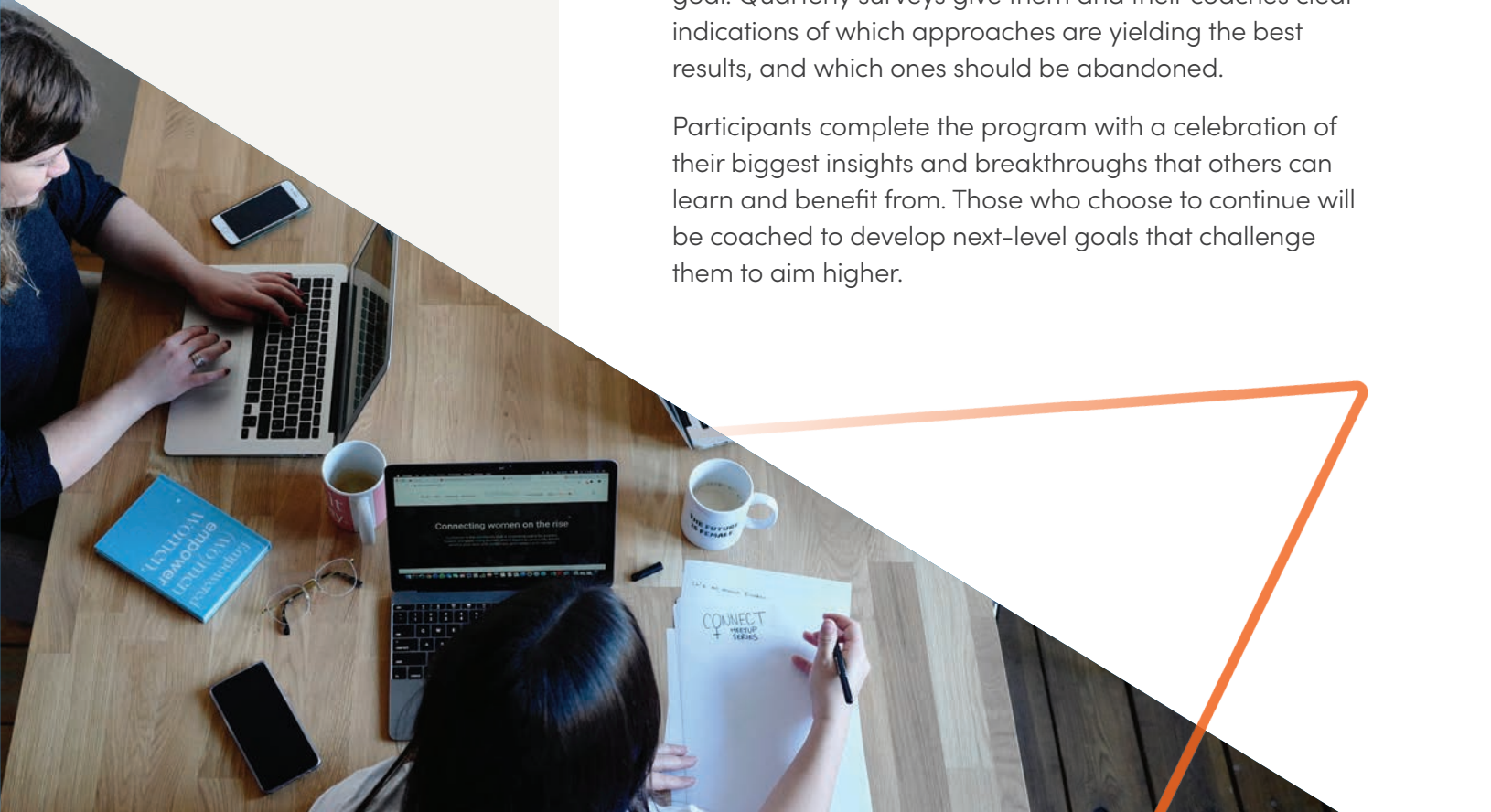
Leading Change

This group of competencies focuses on helping leaders understand the most common reasons why change initiatives fail, and developing plans that avoid well-known traps.

It explores the psychology underlying change and resistance to it. It facilitates creative and innovative processes, increasing contributions to its effective implementation. This process equips leaders to not only help their companies achieve the desired result, but bring their teams to higher levels of collaboration and cooperation in the process.

Through training and coaching, participants design a professional development goal. They then identify one key behavioral change per quarter that could help them and their team make measurable progress toward that goal. Quarterly surveys give them and their coaches clear indications of which approaches are yielding the best results, and which ones should be abandoned.

Participants complete the program with a celebration of their biggest insights and breakthroughs that others can learn and benefit from. Those who choose to continue will be coached to develop next-level goals that challenge them to aim higher.





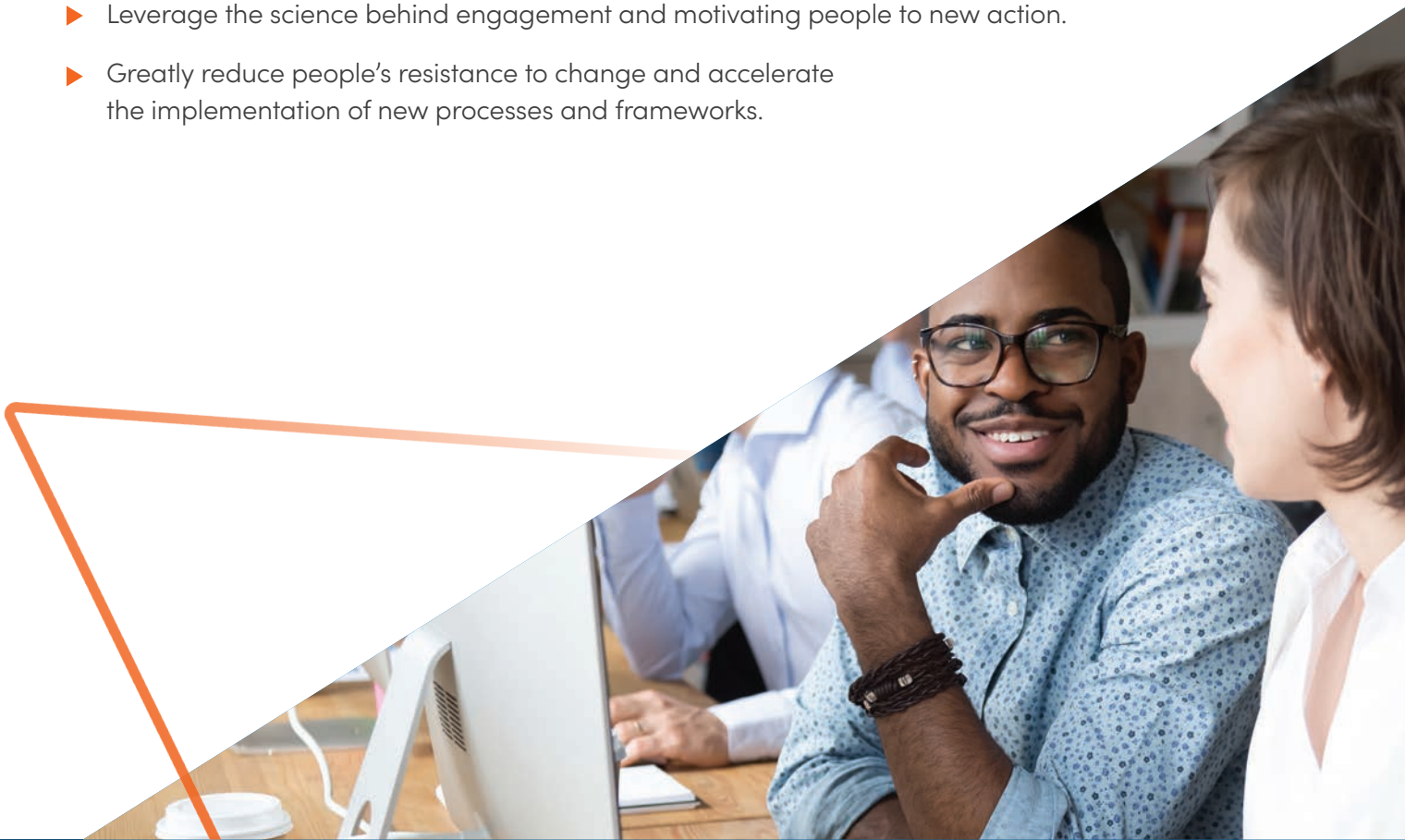
FACILITATING EFFECTIVE CHANGE MANAGEMENT

Every day, we hear about companies launching sweeping change initiatives and celebrating all the benefits they will make. Unfortunately, most of those initiatives fizzle out and fail, generating more ill will and disillusionment than if they hadn't been launched in the first place. Why? Because they failed to engage the people who would be most affected and responsible for implementing them in the design, inquiry, and iteration process. Despite the fact that most initiatives fail for the same reasons, most companies just shrug their administrative shoulders and move on to the next one, which often fails for the same reasons.

Facilitating Effective Change Management is based on extensive research into what allows change initiatives to not only generate compliance but also inspire creativity, boost engagement, and increase productivity.

LEADERS WHO PARTICIPATE IN THIS PROGRAM WILL LEARN HOW TO:

- ▶ Capture their audience's main pain points in the opening outreach.
- ▶ Lead with a shared why to increase engagement and build consensus.
- ▶ Leverage the science behind engagement and motivating people to new action.
- ▶ Greatly reduce people's resistance to change and accelerate the implementation of new processes and frameworks.





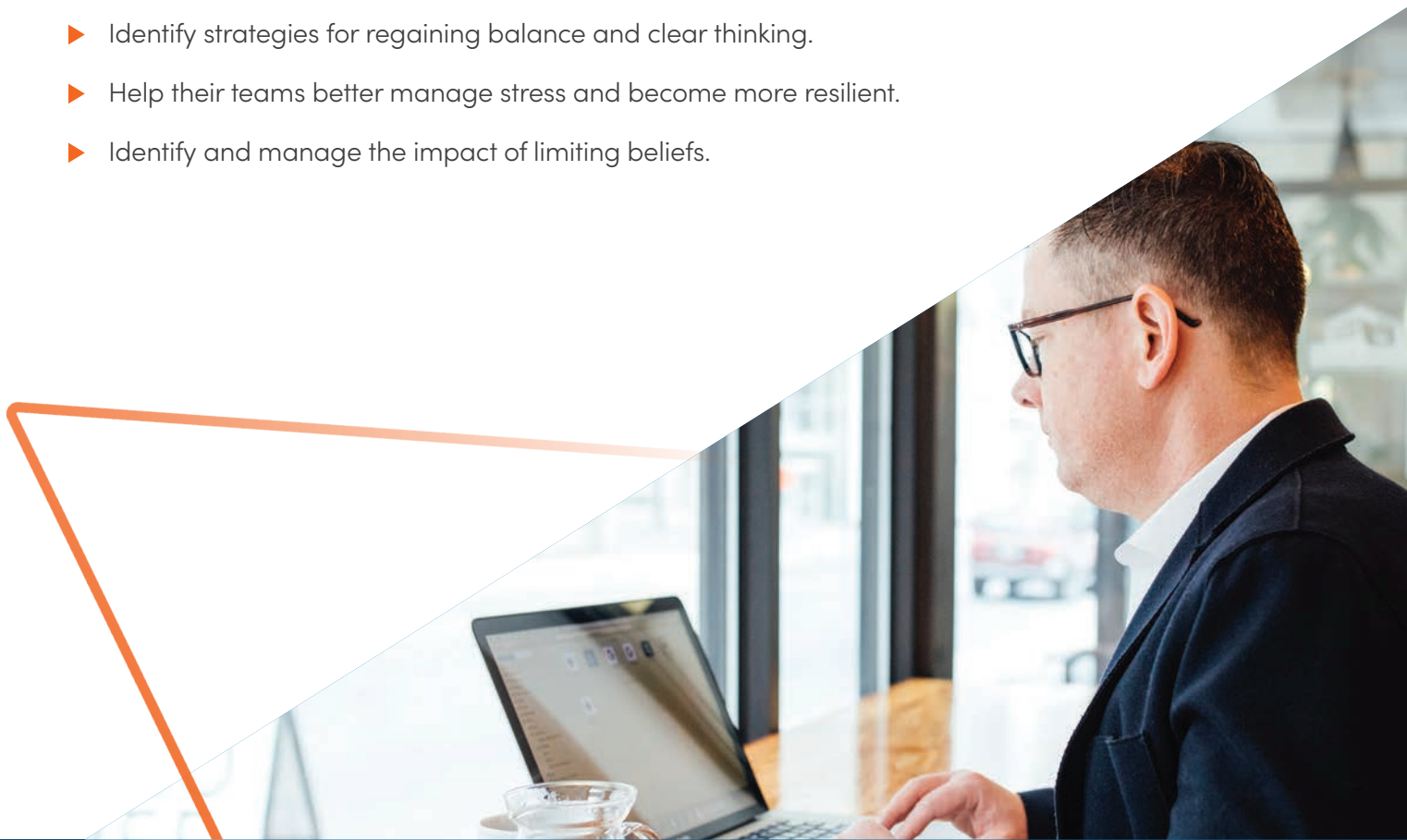
REGULATING STRESS AND BUILDING RESILIENCE

According to the Center for Creative Leadership, leaders are more stressed today than they were five years ago and cite the most significant stress as having to do more with less and to do it faster. When not managed well, leaders are more likely to be close-minded, controlling, angry, and avoidant. These behaviors also ripple through the organization: low morale, decreased engagement, missed budgets and deadlines, and declining quality. These negative impacts persist even when leaders are not managing their stress well only 5–10% of the time.

Managing Stress and Building Resilience is about how to flex with the ups and downs of the leadership demands. When the stress heats up, it's about remaining calm, curious, candid, direct, and willing to listen. The organizational results can be profound. According to David Maxfield, coauthor of *Crucial Conversations*, improvements include meeting quality standards and customer demands 56% more often, increasing morale and meeting deadlines by 47%, and staying within budget 25% more often.

LEADERS WHO PARTICIPATE IN THIS PROGRAM WILL LEARN HOW TO:

- Recognize and interrupt stress triggers.
- Identify strategies for regaining balance and clear thinking.
- Help their teams better manage stress and become more resilient.
- Identify and manage the impact of limiting beliefs.





COLLABORATING ACROSS THE ORGANIZATION

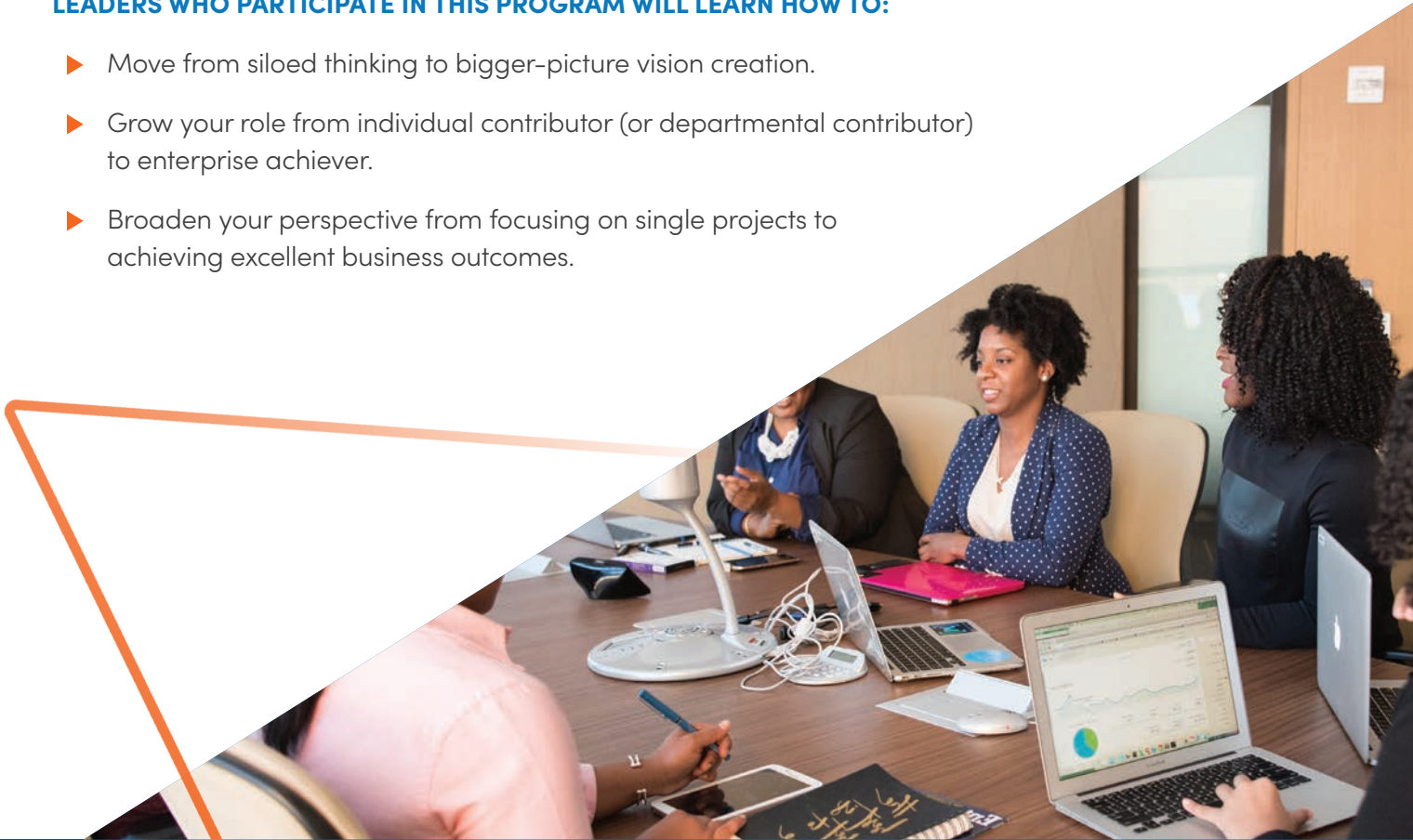
Great collaboration between divisions, teams, or different organizations can result in achieving more together than they can by themselves. Taco Bell and Doritos. Starbucks and Spotify. Pottery Barn and Sherwin Williams. Three simple examples that have changed the way we think about eating, how we feel when we go get coffee, and consider possibilities when we decorate our homes. They each committed to understanding their own organizational power and developed a conscious awareness of how they could share this to create significant achievement.

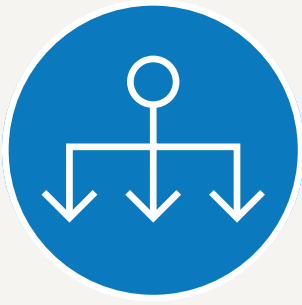
In retrospect, a successful collaboration appears simple. However, there are a few key items that each participant should either bring or be willing to consider when joining forces: 1) clear context around the big picture of the collaboration, 2) concrete goals, 3) recognition of legitimate needs (both internal and external), 4) clear roles, and 5) how to leverage for strength and compensate for each other's weaknesses.

Joining forces to achieve greatness requires developing a common language, understanding current processes, committing to a consistent communication strategy, celebrating incremental wins, recognizing incremental losses, and a continual fostering of trust amongst everyone involved.

LEADERS WHO PARTICIPATE IN THIS PROGRAM WILL LEARN HOW TO:

- ▶ Move from siloed thinking to bigger-picture vision creation.
- ▶ Grow your role from individual contributor (or departmental contributor) to enterprise achiever.
- ▶ Broaden your perspective from focusing on single projects to achieving excellent business outcomes.





Leading Organizations

This group of competencies helps participants develop a more holistic, systemic, and strategic perspective.

It offers a blend of insights from a wide range of disciplines to make leaders more informed about how what is happening in the larger industry and related markets can inform what they do in their company. It enables all stakeholders to identify and realize greater value creation throughout the corporate and larger ecosystem and culture.

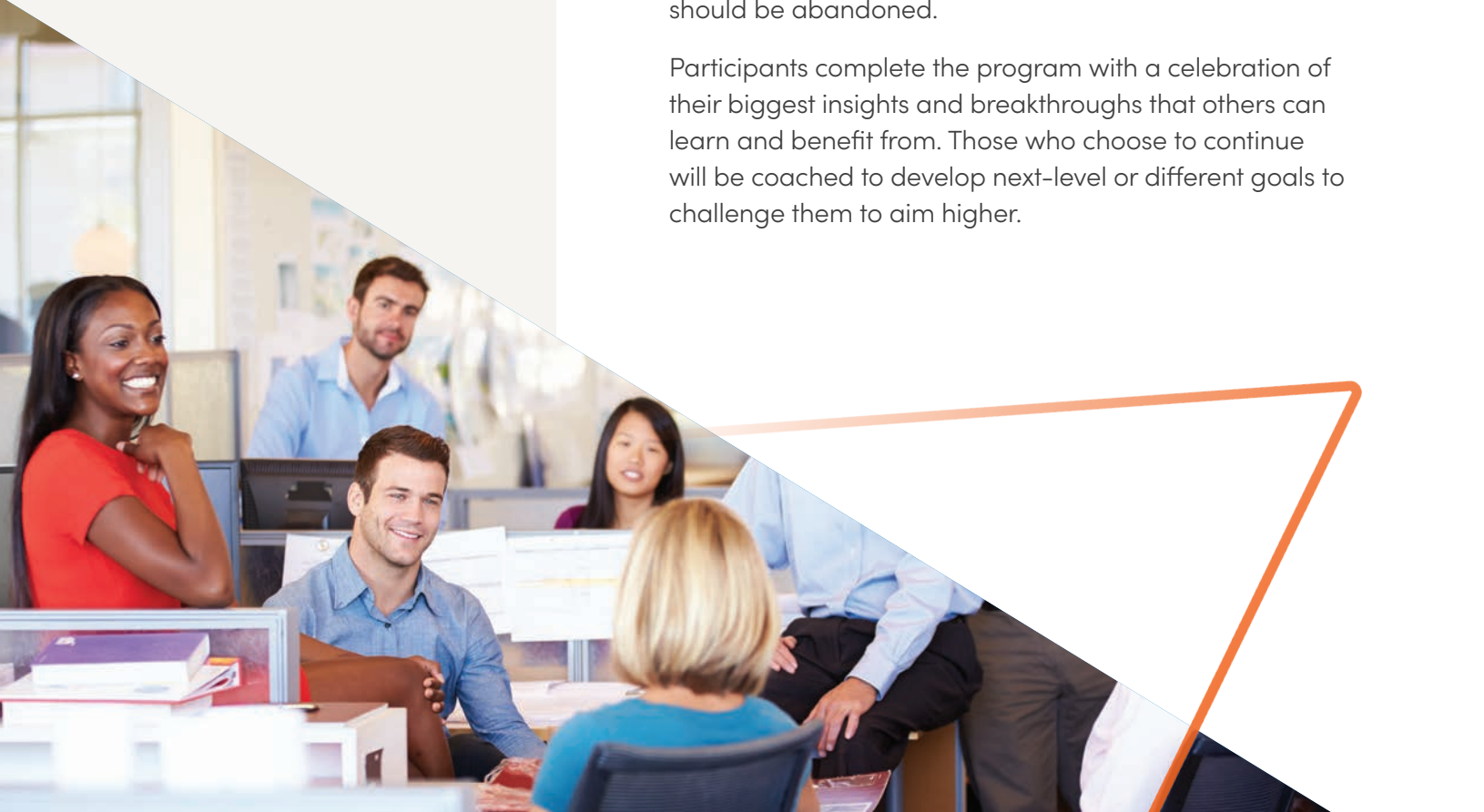
Through training and coaching, participants design a professional development goal to use the program to pursue. They then identify one key behavioral change per quarter that could help them and their team make measurable progress toward that goal. Quarterly surveys give them and their coaches clear indications of which approaches are yielding the best results and which ones should be abandoned.

Participants complete the program with a celebration of their biggest insights and breakthroughs that others can learn and benefit from. Those who choose to continue will be coached to develop next-level or different goals to challenge them to aim higher.

Leading with a Growth Mindset

Developing a Coaching Approach to Management

Building and Leading Inclusive Teams





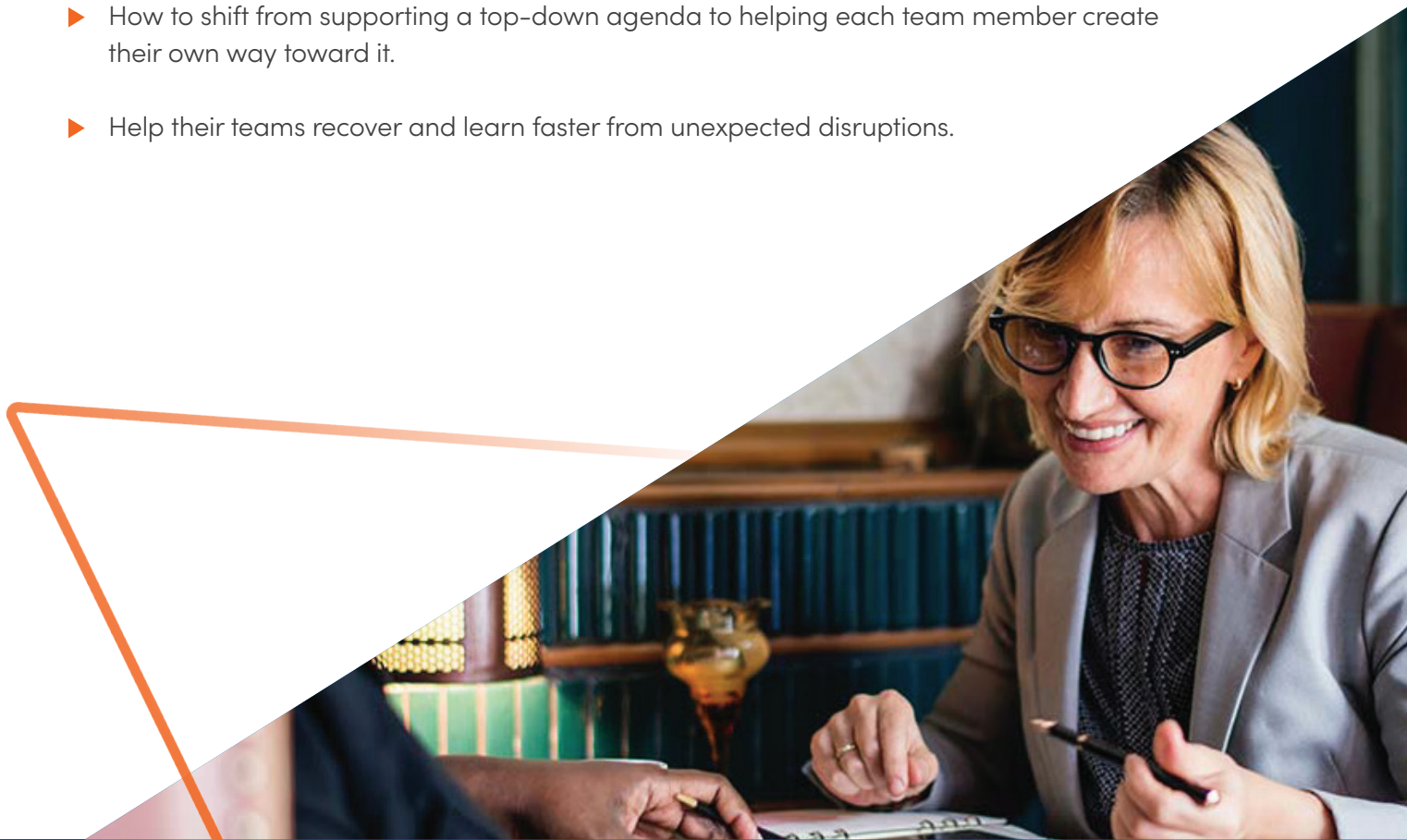
LEADING WITH A GROWTH MINDSET

Decades of research have shown that most people in organizations see organizational and process changes as threats. Their brains respond with a “fixed mindset” that what they know and have done before is easier and safer while change can represent risks of failure, criticism, and embarrassment. This inability to solve problems due to our fixation on how work has always been done is referred to as ‘functional fixedness.’

Leading with a Growth Mindset is about training leaders on how to transform risks into opportunities, threats into rewards, the unknown into sources of curiosity, exploration, and discovery. Growth mindset training is based on research showing that a person’s growth mindset and willingness to take new approaches can be a better predictor of skills improvement than IQ.

LEADERS WHO PARTICIPATE IN THIS PROGRAM WILL LEARN HOW TO:

- ▶ Explore ways in which failures, setbacks, or unexpected changes can be turned into learning opportunities.
- ▶ Change their approach from transmitting knowledge to fostering curiosity and risk-taking.
- ▶ How to shift from supporting a top-down agenda to helping each team member create their own way toward it.
- ▶ Help their teams recover and learn faster from unexpected disruptions.





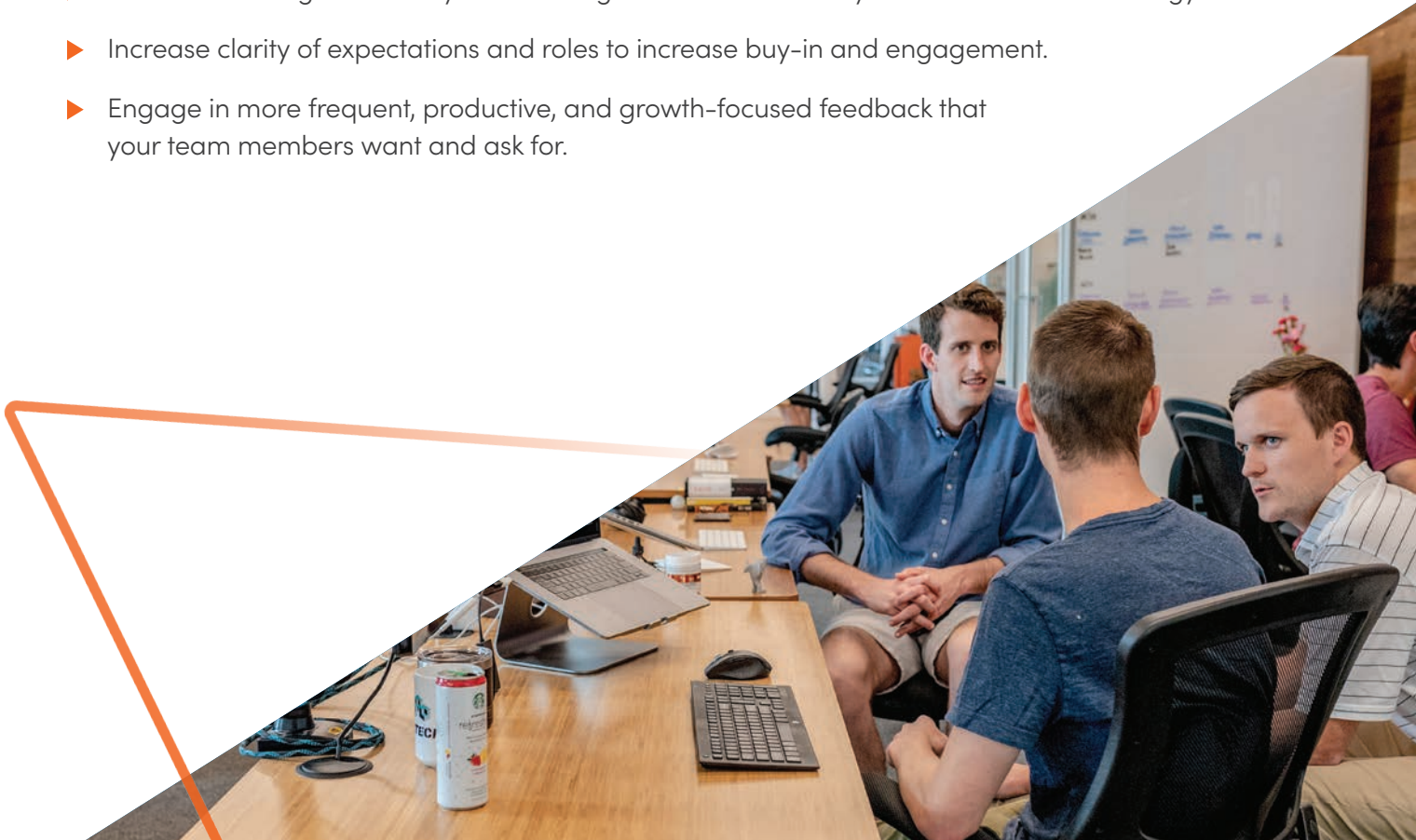
DEVELOPING A COACHING APPROACH TO MANAGEMENT

Many leaders are frustrated that their teams aren't doing things the way they want them to. Others are seeking a more harmonious relationship with team members. And others are struggling with how to optimize what everyone can bring to their team. The common thread to all these challenges is a fixed notion of traditional top-down leadership. While this gives an illusion of clarity, it actually creates confusion, demotivates team members, and restricts their growth and creativity in problem-solving.

Developing a Coaching Approach to Management helps leaders make a shift in their mindset toward releasing talent's full potential. It does this through a coaching approach, which replaces narrow micromanagement with a broader framework that empowers employees to discover and deliver better results than the leader could have dictated or imagined. It allows for exponential growth in the team and the organization.

LEADERS WHO PARTICIPATE IN THIS PROGRAM WILL LEARN HOW TO:

- Help team members create their own innovative solutions.
- Shift from having to “do it myself” to delegation that frees everyone's resources and energy.
- Increase clarity of expectations and roles to increase buy-in and engagement.
- Engage in more frequent, productive, and growth-focused feedback that your team members want and ask for.





BUILDING AND LEADING INCLUSIVE TEAMS

Building and leading a strong and inclusive team is critical to business success. This is easier said than done. It's much more complex than hiring the so-called "right" people or fulfilling some quote. It is about creating the conditions where everyone can make their best contributions and stretch each other.

The holistic "team" is far greater than its individual parts; therefore, it's imperative that a properly developed and managed team synergistically harnesses its individual members' talents, experience, and energies. Developing a great team begins with the most fundamental building block of teamwork: team dynamics. Team dynamics are what's at play when people collaborate; therefore, understanding the positives and the areas of opportunity to improve is the first step toward learning how to assess, shape, and build an effective team.

We'll discuss how to identify our unconscious biases and how to course-correct our actions to create an inclusive and supported work environment for your team. When diversity and inclusion are engaged and amplified, new terrain can open up that creates exponentially greater success. According to research by McKinsey, companies that welcome a wider diversity of players and ideas increase engagement and retention, and are 35% more likely to outperform their peers. It is invaluable that our interpersonal communication skills are healthy, resulting in a positive contribution that invites everyone to contribute to the overall team effectiveness.

LEADERS WHO PARTICIPATE IN THIS PROGRAM WILL LEARN HOW TO:

- ▶ Help team members create their own innovative solutions.
- ▶ Shift from having to "do it myself" to delegation that frees everyone's resources and energy.
- ▶ Increase clarity of expectations and roles to increase buy-in and engagement.
- ▶ Engage in more frequent, productive, and growth-focused feedback that your team members want and ask for.



Training without follow up is entertainment.

We've all attended countless trainings and programs that inspired us to do things differently in the moment, but soon after we got back to the office, we went right back to doing things the same way as before — and hated ourselves for it.

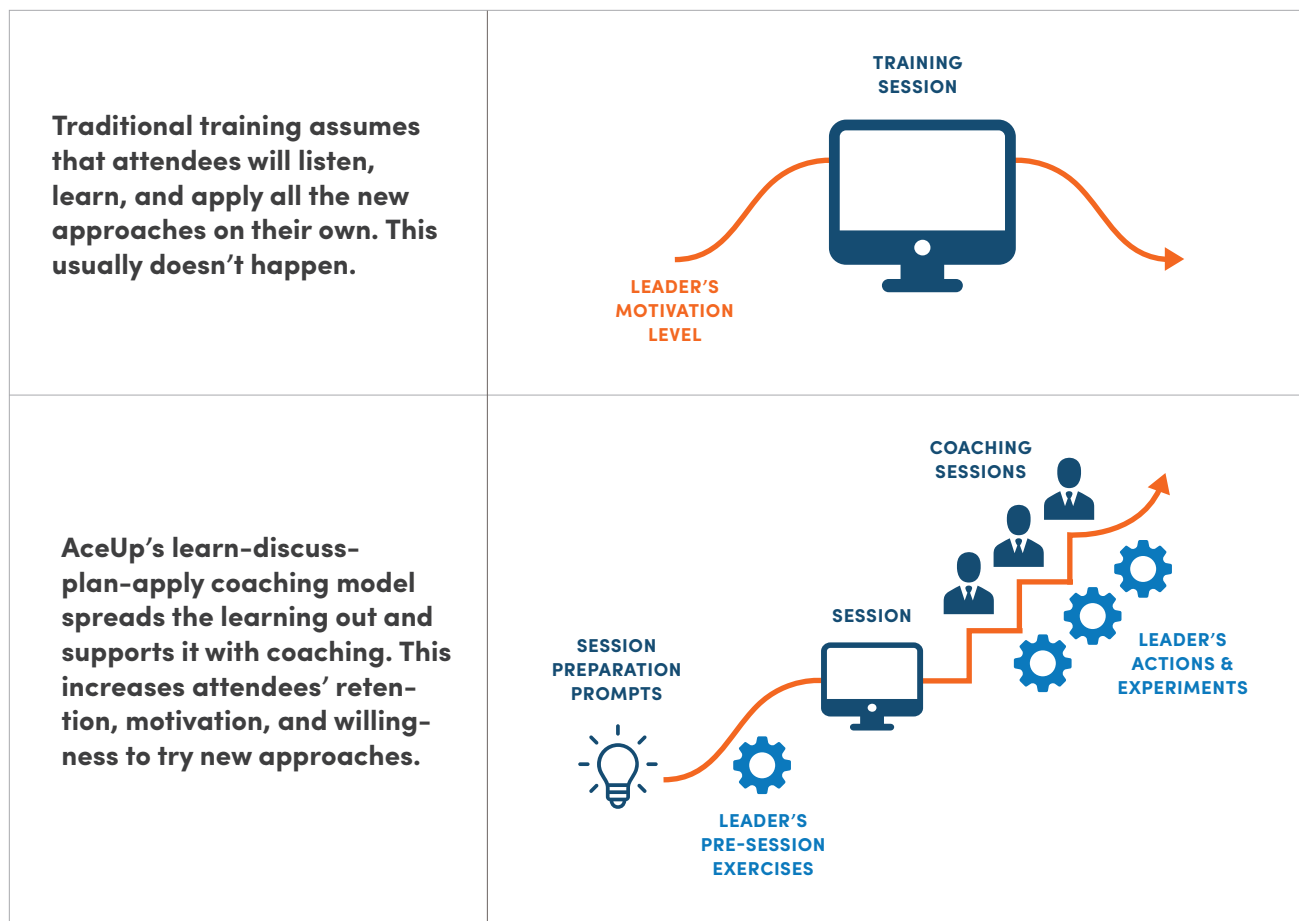
Why does this happen again and again? Research shows that most training is doomed from the start because it has no built-in support. We at AceUp know that training without follow-up is entertainment. But we aren't in entertainment — we're in the transformation business, so our programs are different from everyone else's.

It all starts with one-on-one coaching and support. Our coaches have decades of experience helping leaders make challenging changes in the way they lead, communicate, and plan. They know that programs are much more successful if each attendee is guided through a process that helps them identify a personal stretch goal that they want to focus on in the program to help them achieve. Decades of research show that these personal, or intrinsic, goals lead to action much more often than external, or extrinsic goals. Our coaches help each leader determine which of the program tools and strategies will help them make the behavioral changes they need to reach their goal. Then they work on an individualized action plan to start building the new leadership skills. approaches are yielding the best results and which ones should be abandoned.

Less passive learning, more active coaching & experimentation.

Most group programs fail because they are built on a false premise – that the greater the quantity of tools, strategies, and content delivered during a program, the greater the value. Evidence and decades of research have proven that exactly the opposite is true: The most effective programs offer fewer tools and methods so that attendees can spend more time going into greater depth with each one and actually experimenting with how they can be applied to meet company goals. That’s why coachees in our programs spend at least 70% of the session actively discussing and reflecting on which challenges or goals the tools can be used to address, and strategizing with their peers how best to put them into action.

We make action and experimentation between sessions the main focus of the program. We are leveraging the power of our platform and the latest research in change management and habit formation to help leaders experiment with the training tools as often as possible. We do this through a number of “touches” we have with them each month: calendar reminders for actions they’ve set with their coach, coaching reinforcements we send out, reminders to prepare for their upcoming sessions, communications and updates they send to their coaches, and more. Because we know how hard it is to create change, we work hard to make it easier.



AceUp is the Premium Provider of Leadership Development Coaching



1-1 Executive Coaching: AceUp's core offering of one-on-one executive coaching allows leaders to unleash their potential by helping them design and pursue a professional growth goal. Biweekly sessions give the leader the accountability and structure they need to identify and improve in one leadership competency per quarter.



Evidence-Based Group Coaching: AceUp's group coaching modules gives leaders the competency-related tools, strategies, and support needed to not only pursue their individual goals more effectively but also grow as a cohort of leaders. Because the time and focus of our coaching sessions are spent on coaching, participants emerge with individualized plans for applying the program tools to their personal goals and experiments to discuss with their coaches.



Behavioral Change Measurement: AceUp's behavioral change assessment allows leaders to measure their skills and track the growth that they make with their coach. When combined with the 360° Feedback reviews, this toolset gives leaders key insights into what their teams need from them and where the most important gaps are between what they're providing their team and what the team needs.

Want to learn more?

Contact sales@aceup.com
or visit us at www.aceup.com.