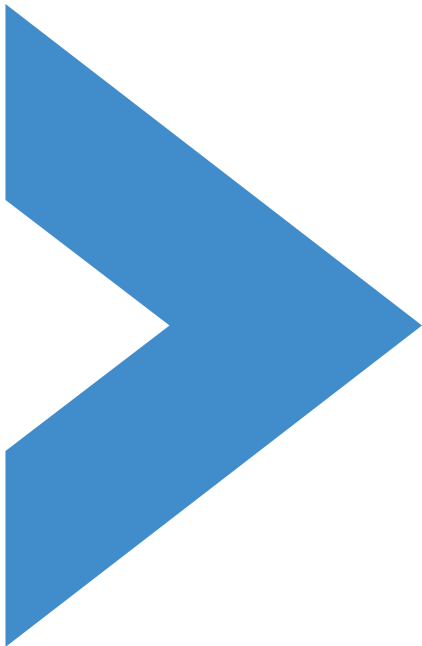


# Executive Development Program



40 Years of Powerful  
Lessons from Two  
Experienced CEOs, Authors,  
Teachers, and Coaches

“To lead in the next decade you must  
be aligned and integrated with your  
people and with yourself.”

KEN EDMUNDSON

**next level**  
LEADERSHIP

## PURPOSE

**We created the Next Level program to fully equip senior level executives of mid-market companies for their highest potential level of responsibility and contribution – both to their organization and the people they lead.**

The program is designed to train and transform high potential executives by providing them specific business and leadership insights, tools, knowledge, and the necessary emotional and relational intelligence to get results and enjoy their work. The process will also help them identify and overcome self-limiting personal styles and beliefs.



## TIMEFRAME

12 months; 15 class sessions; 3.0 hours per class – classes will be scheduled around holidays, summer vacation schedules and providing ample time to complete assignments.

## CURRICULUM

Executives will follow a curriculum designed to educate them in specific areas required of a mid-market organization executive who is aspiring to a higher position of leadership and management.

# Our curriculum is organized into two key categories.

## The Journey Out

### How to Become Organizationally Smart

# 1

#### KNOWLEDGE OF SELF

Helping the executive to gain a deeper and more complete understanding of who they are and how they are wired to relate and perform. This includes their core communication style, high energy work areas, and low energy work areas through a series of highly validated assessments. What are their core areas of competency and what areas are going to require more focus and understanding for them to be successful? This will also include and understanding and embracing their limitations and the need for healthy boundaries, work-life balance, and team.

#### KNOWLEDGE OF TECHNIQUES

The executive will be engaged in the study of leadership; finance; strategy; operational decision making; hiring and firing; team management; time management; team building; culture creation and direction; personal accountability and communication.

#### KNOWLEDGE OF TOOLS

Application of specific products and tools essential for the senior executive of a mid-market organization to command, such as: 24 month rolling forecast; organizational culture development; financial decision making; time management; using assessments to coach others; and what an effective executive should be reading regularly.

## The Journey In

### How to Become Organizationally Healthy

# 2

#### EMOTIONAL INTELLIGENCE

Participating executives will grow their capacity to identify, feel, and take responsibility for their emotional state which will decrease anxiety, decrease stress, increase relational connectedness. All of which will enhance the capacity of the executive to sustainably lead the team with the hope and courage necessary to pursue and achieve big goals without sacrificing mental health.

#### RELATIONAL INTEGRITY

Leadership is relationship. Emotional Intelligence is valuable if it strengthens relationships. Historical models of leadership have been based largely on manipulation, control fear and shame which have perpetuated a spirit of distrust and disunity between leaders and their teams. Participants will better understand how to lead in relationally oriented ways without compromising high standards and excellent work.

#### INTEGRATED LEADERSHIP

Leadership has often been synonymous with workaholicism, dysfunctional interpersonal relationships, imbalanced notions of work life balance, and several other occupational hazards that threaten leaders and their relationships. An integrated leader is characterized by humility, vulnerability, and passion. They recognize the vision is far bigger than they are, and they cannot do it alone. They model a willingness to ask for help and own their limitations. They are the first to take the responsibility for the impact of their actions or inactions and give their team the freedom to fail forward with the confidence that their relationship is not at stake.

# Curriculum Modules: The Journey Out

## JO-501: LEADERSHIP

What are the various leadership styles; what is your natural style; what works best for your hardwiring; and what works best in your current culture? We will gather the necessary assessment data on both the executive and their organization and will merge them into their study.

The executive will complete the classwork on The Leadership Challenge Program (“TLC”), the most successful and highly acclaimed leadership program of the past 35 years – taught in universities and enterprise companies worldwide. Participants will study the 5 validated practices of leadership. Edmundson is a certified instructor for this curriculum. It is the best and most validated concept of leadership available and uses the most applicable tools that have been produced over the past 35 years.

The executive will read and follow the study guide by James Kouzes and Barry Posner entitled The Leadership Challenge. Focus will also be given to the “Shackleton Model” of leadership.

The leadership training will center on the critical parts of forming a leader:

- Values
- Vision
- Encouraging Others
- Developing People to Their Highest and Best Capability
- Decision Making & Problem Solving

## JO-502: STRATEGIC AGILITY

Strategy is defined as a major pattern of resource allocation. The focused and continual process of strategic thinking, which involves seeking the big picture, looking at the inter-relationships among different technologies, functions, markets products, services supply channels, competition – in short, mentally grappling with every

force that bears on the successful execution of one’s purpose. Asking the ultimate question – “Why should we exist and how do we accomplish our purpose to the highest degree?”

## JO-503: FINANCIAL ACUMEN

Insights to the use of financial tools; 24-month rolling forecast; J-curves; and the benefits of understanding the essential connection between a P&L and its companion balance sheet. Using the “should we / can we” financial model for determining how decisions will impact and/or compliment the value and the cash flow of a business.

## JO-504: COMMUNICATION SKILLS

Understanding the varied aspects of communication skills is essential for a senior executive role; how their natural style is used and received, and how to best determine the most effective way to communicate to others.

The executive will study their natural communication style and how to listen for the communication style of others.

## JO-505: TIME MASTERY

In this course, participants will involve themselves in their own time mastery profile; in this study they will learn some powerful, innovative techniques for people to identify their own time mastery strengths and their opportunities for improvement.

## JO-506: HIRING

Executives fail in their hiring process 68% of the time. Failure is defined as after two years of someone joining their team, they have fired them for poor performance; the new employee has effectively fired them because they don’t like the culture in the organization; or they are still there, and you wished they weren’t. Any of these three outcomes represents failure. Every executive al-

ready has a sense if this is accurate in their own experience. This course provides an innovative process for sourcing, interviewing, assessing, and selecting the right fit talent for the executive’s organization.

## JO-507: COACHING vs MENTORING

Coaching skills are a significant part of being a successful executive. This section will cover several coaching models and distinguish the differences between coaching and mentoring.

## JO-508: MANAGING A TEAM

In most mid-market organizations, the senior executive is tasked with the role of managing a team; it might be the sales, it might be financial, technical or customer service teams, however, the expected outcome is always the same.... get results. Nothing is more universally challenging than getting a group of people to cohesively pull in one collectively beneficial direction. How is this done most effective, what tools can be used, how and when does an executive determine it is time to change the team? Participants will engage in an “emotional team assessment” and learn how to facilitate for their teams.

## JO-509: PERSONAL ACCOUNTABILITY

Most executives are surprised at the level of blame, victim thinking and procrastination that exist in their personal lives and their business management styles. This course gives practical insights for how to spot it and eliminate it from their style by accepting personal responsibility, telling the truth about themselves to themselves and others, and being open to honest feedback without defense.

# Curriculum Modules: The Journey In

## **JI-601: AWARENESS + HUMILITY = COHESION**

Self-awareness is the conscious knowledge of one's own feelings, desires, character, and motives at any given time. In this class we will take a deep dive into the 8 primary colors of human emotion. We will briefly study the neurology and psychology of feelings and their impact on relational leadership. Participants will be able to identify each feeling personally and understand the gifts that come from taking responsibility for them and the impairments that come from denying they exist.

## **JI-602: DIFFERENTIATION + INTERDEPENDENCE = COMMUNITY**

In this class participants will grow their understanding how people pleasing is one of the most heinous and contagious of leadership diseases. A "performance-based identity" leads an individual to lose their sense of self, moving their identity from an internal one to external. This is often referred to as codependency. Psychologists refer to the addiction of people pleasing as the addiction behind all addictions. We will discuss how to confront people pleasing to create communities of healthy differentiation and interdependence, not codependency.

A differentiated leader understands the danger of relational triangles that undermine their leadership and confound their team. To remain differentiated and healthfully attached, a leader must have clear boundaries that allow the good in and keep the bad out. In this session we will clearly define interdependence among teams and the boundaries that make them possible. Leaders will work on writing their own boundaries that will be essential for protecting them from burn out and codependency.

## **JI-603: VULNERABILITY + TRUST = CULTURE**

There is no such thing as authority without vulnerability. Authority is the capacity to take meaningful action. At its core, the word vulnerability means "woundable". So, a leader is someone that makes themselves vulnerable to meet the vulnerabilities of those they lead. In this session we will explore leadership types and how they held vulnerability and authority and the consequent impact on trust and culture.

## **JI-604: RESPONSIBILITY + OWNERSHIP = CLARITY**

Taking personal responsibility for one's actions and owning the consequences of those actions breeds clarity. Whatever the outcome, positive or negative, when a leader takes appropriate responsibility and ownership it creates a clarity of roles that solidifies trust. It also encourages appropriate risk taking and eliminates the paralyzing fear of failure, recognizing that taking responsible actions does not always guarantee outcomes. In this session we will discuss and exercise personal responsibility.

## **JI-605: BOUNDARIES**

Many high-level leaders have achieved success at great personal cost to themselves and those they love the most. This reality has almost become an acceptable and embraced occupational hazard. But is it necessary? When a leader burns out and or their personal lives are in crisis, they are not the only ones who suffer. A vacuum is left where they used to provide vision, direction, encouragement, and care. It is possible for a high functioning, high capacity leader with a lot of responsibility to enjoy fulfillment professionally and personally without sacrificing their emotional and relational health.

## **JI-606: FEAR & SHAME**

Two of the most powerful forces in the universe and among the most destructive. Fear and shame are responsible for the majority of relational dysfunction, stress, anxiety, and exhaustion that exists among teams and their leaders. You will learn how to renegotiate your relationship with fear and shame so that you can lead with more integrity and wholeness allowing those you lead to do the same.



**Executives of mid-market companies will receive deeper insights into their existing responsibilities, alongside learning new essentials in preparation for more senior levels of responsibility, contribution and leadership.**

# Program Details

## RESOURCE LITERATURE

During the course, the executive will engage in reading and studying from various resources which will help to guide their thinking and learning for years to come.

## SCHEDULE

This is a master's level course; the pace will be rapid, it will be a peer working group experience and participants will be expected to read a lot, attend and participate in all sessions, and be open and candid about their own experience and insights as a leader, while still maintaining the workload they currently carry with their job. No excuses!

## INSTRUCTORS

### Ken Edmundson

Ken is a multi-level business thinker. He is the Founder, Chairman and CEO of the Edmundson Group, a firm recognized with unique skills in the development of business strategy, leadership and management training, financial measurement and marketing tools, as well as customized employee assessments for mid-market companies across a multitude of industries. Ken's 20+ years of experience as a business owner and CEO, coupled with his 20 years as a coach and trainer of executives, has given him keen insights and understanding as to how a person's hard-wired DNA, their life script, belief system, education, relationships, values and experiences all factor into the results a person eventually gets from their career efforts. This program takes the best lessons from Ken's 40 years of executive experience and puts it into a curriculum that will engage, teach, entertain, impact, and equip the executives who participate.



Ken is the author of: *ShortTrack CEO: How Mid-Market CEOs Attain Their Personal Goals*, *Listen, You're Trying to Tell You Something*, and *Teamwork: The Five Assurances of a Functioning Team*

### Shad Berry

Shad is Co-Founder and Executive Director of Kardia Collective, a coaching, counseling, and consulting agency dedicated to helping people lead with courage, hope, and freedom. Shad has been integrally involved in the leadership of private and non-profit organizations. He has gained interest and gifting in the emotional and relational components of leadership and their impact on organizational health and sustainability.



Over the last twenty years, Shad has built, developed, and lead the successful teams in both the private and non-profit sectors that were not only defined by their results but the quality of relationships they shared. As a relationally driven leader himself, he aims to help leaders grow their capacity to build legitimate relationships with their team to improve the organizational health, operational efficiency, and mission success without compromising their emotional, mental, and familial health.

## CONTACT INFORMATION

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