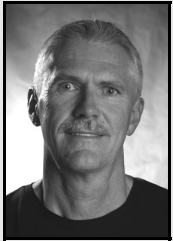


*"Nothing is so well learned as that which is discovered." - Socrates*

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Interview and article by Randell Jones



This issue of Excursions shares what is for me an exciting story. It has been my pleasure to work with the folks at CCI through the development and evolution of their Leadership Program for New and Future Leaders and what an excellent

program it is. Over the years, I've seen several attempts at creating multi-session, long-term engagement leadership programs, and CCI has set the gold standard for making such programs work.

As much as I enjoy product development, my greatest work-related pleasure comes from interacting with competent and creative professionals and seeing that Discovery Learning in some way enables them in the task of making organizations more humane and productive places for people to work. So it brings me much pleasure when I witness the innovative applications that CCI is finding for Discovery Learning products.

Over the years we've seen some exciting applications for DLI products: Betty Ann Bailey's use of *Paper Planes, Inc.* with NASA astronauts, Mike Renn's and Karen Dyer's use of *Change Style Indicator* with public school teachers and administrators through their work at the Center for Creative Leadership, Karen Gieger's use of *Paper Planes, Inc.* to jump start the new cohorts of MBA students entering the McCall Business School, Torstar's use of *Denison Culture Survey* and *PressTime* to help integrate the cultures of four highly separated divisions, and Inroad's use of *OurTown* and *Paper Planes, Inc.* to prepare graduating minority college students for success in the corporate world.

We love to hear about your successes with Discovery Learning products. There's so much that we can all learn from each other.

- Chris Musselwhite, President

## High Potential, High Payoff— Leaders in the Making

*Effective leaders are developed through study and through experience. CCI Leadership Institute offers both through a blend of assessment, challenge, and support in a unique leadership development program that uses Discovery Learning assessments and simulations. Institute co-founders Andy Molino, Pierre Lefebvre, and Jane Bergin share their experience with and application of DLI materials in their successful program.*

For six years, CCI Leadership Institute in Ottawa, Ontario, has been engaging new and high-potential executives in a proven, nine-month program. It is designed to develop further these experienced managers and top professionals as senior-level leaders. The Institute's Leadership Program for New and Future Executives involves a range of engagements including 360-feedback, self-assessment, coaching, and interactive group simulation exercises. Essential to the success of this powerful and valued program is its use of some of Discovery Learning's well-honed and well-regarded assessments and simulations.

*"One graduate . . . said that our nine-month session is equal to five or ten years of on-the-job experience."*

- Jane Bergin, Director of Research

### The Program

The Institute's Leadership Program builds leadership through self-knowledge and through the growth that comes from overcoming challenges. The program is designed to support and nurture the development of the leadership skills that will best serve program participants as senior leaders in their organizations. It is a comprehensive approach to leadership development whose repeated success sets it apart from other programs.

"We are developing exceptional leaders with our Institute's program," says Andy Molino, founding partner, organizational psychologist, and

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coach to senior executives. “Because our participants are preparing to move into senior leadership positions, they are people willing to learn and who are eager to probe for all the meaning they can get from each assessment and exercise. That is an important reason we value Discovery Learning materials; they are well researched and substantial.”

“Our program enjoys a strong reputation among past participants,” says Jane Bergin, co-founder, consultant, and Director of Research for the Institute. “Some of the graduates have advanced in their careers and they are now sending new people to this program. One graduate who has sent several participants from his organization, has said that our nine-month session is equal to five or ten years of on-the-job experience. We are pleased our program has that level of impact and that legacy.”

## Getting Started

CCI Institute’s Leadership Program starts three times a year, so three classes are always overlapping at different stages in the program. When participants enroll in the program, they begin with a 360-assessment using the Denison Leadership Survey. When that confidential feedback arrives from supervisors, peers and direct reports, each participant meets with his or her assigned executive coach and begins the process of identifying leadership characteristics to consider improving and developing.

## Goal Getter

“That’s where we find Goal Getter to be so valuable,” says Molino. “Our participants like the prescriptive nature of the instrument and the fact that certain goals they can readily identify are tied directly into

leadership characteristics they want to develop. They don’t want to go hunting all over the internet for this article or that one which we could recommend; they really value what GoalGetter provides—a ready list of actionable decisions that will help deliver the results they want. They like the practicality of it, the simplicity of it. Some participants have told us they refer to the goals list when coming up with suggestions for their own direct reports during performance reviews. Because of its use in our program, GoalGetter has a strong presence in their leadership repertoire.”

“The feedback and the goal-setting with the coaches are a good start for the program,” says Bergin, “but

there’s much more yet to be accomplished.” Later participants gather as a class for two three-day sessions. “In the first session, participants are learning about themselves, their strengths and weaknesses, and exploring what they want out of their careers,” she says. By the first group session, participants will have completed the Change Style Indicator (CSI) and the Decision Style Profile (DSP). Meeting as a group, participants receive individual feedback on those two assessments and then further explore the important leadership concepts of leading change and making effective decisions.

Pierre Lefebvre, co-founder and consultant in strategic planning and policy/program development, recognizes that the Leadership Program’s participants are busy

people. He says, “They like our program because it produces immediate results and long-term, positive effects; and, they can see the relevance of the exercises

*“It is one thing to learn about one’s style and preferences, but people particularly value learning what they should do with that information.”* - Andy Molino

immediately.” He believes participants like the Discovery Learning assessments because they are easy to use and because the simulations are engaging. Lefebvre recognizes that the instruments have high face validity and are supported by extensive research and by comparative data bases. He adds that the assessments are robust and stand up well to the probing of some participants who are looking for exacting insights.

## Change Style

“Change Style Indicator is simple, quick and easy to use,” Bergin continues. “It tells people an awful lot about themselves and the teams they are working with. It gives them some meaningful insights without having to be experts in psychodynamics.”

Molino adds, “The participants often look for links with what they learn from Change Style Indicator. They want to know how Change Style Indicator correlates with Myers-Briggs or other instruments. Most people will tell us there are no big surprises in what they learn about themselves through Change Styles, but they value seeing it presented in this way.” Most people like the instrument and readily agree with its assessment of their preferences, Molino says. Lefebvre adds that



these executives see that it would be helpful to any organization that is going through monumental change to have people understand why they and others are reacting in certain ways. This insight, these executives believe, helps the team members to short-circuit some of the conflicts that might otherwise arise. For those reasons, Lefebvre, Molino and Bergin also use Change Style in their consulting work outside the Leadership Program.

### **Decision Style Profile**

Molino says that people especially value the guidebooks that go with the Change Style Indicator and the Decision Style Profile. "It is one thing to learn about one's style and preferences," he says, "but people particularly value learning what they should do with that information." If a participant learns, for example, that he or she does not always get clarity on the problem to be solved, *The Guide to the Decision Style Profile* advises the participant on specific steps to take that will improve the chances of him or her getting that clarity. "It's a good 'how-to' guide," concludes Molino, "that helps people compensate for their blind spots."

"During our post-program interviews," adds Bergin, "we've had people tell us they keep the Decision Style Profile guidebook on their desks so they can refer to it as they consider decisions. These executives are looking at ways to systematize their decision-making. The Decision Style guide is a help."

### **Paper Planes, Inc.**

The second three-day session of the Leadership Program comes about four months after the first group session. It focuses on external elements of leadership. "This is where we use the Paper Planes, Inc. simulation," says Molino. "We link it up with some team analysis and team-building exercises."

"Paper Planes, Inc. is always a big hit with our participants," says Bergin. "It is so engaging." Although many of the participants come from the public sector, Bergin says they still find the exercise helpful. She believes that the development of a policy, for example, is a product that requires the coordinated work of many people. Bergin adds that participants readily see the connection made through this production simulation and learn lessons they can apply to their own organizations.

### **Oui, c'est très bien**

"We are a bilingual program," comments Lefebvre. "About one-fourth of our participants are French-speaking Canadians. We teach the classes in English, but every person participates in his or her preferred language. If anyone does not understand what is being said, there is always someone in the group ready and willing to translate. This diversity helps build each group's sense of community. And we are pleased that Discovery Learning is now preparing a French version of Decision Style Profile. Change Style Indicator already is available in other languages. That accommodation of our needs is another reason we use Discovery Learning materials."

### **Networking**

The CCI Institute's Leadership Program actively promotes a sense of community among participants, even among those from different class cohorts. In addition to having executive coaches, participants form peer coaching groups for the duration of the program. CCI Leadership Institute holds frequent seminars and invites all past participants to attend. Graduates convene from all across Canada. Some of the peer coaching groups set up in the programs are still meeting on their own, even as long as five years after their program ended,

because these executives have developed friendships and professional relationships that enable them to ask for advice and to offer advice within a circle of trust. That trust has been built throughout the nine-month program capitalizing on a series of interactions often based on using Discovery Learning materials as exercises.

*"We are proud of the reputation our program has, and Discovery Learning has been part of our program from the beginning."*

- Pierre Lefebvre

### **The Payoff**

The Leadership Program for New and Future Executives continues to deliver what it promises: organizational leaders developed strategically through assessment, challenge, support and networking. "We are proud of the reputation our program has," says Lefebvre, "and, Discovery Learning has been part of our program from the beginning." "We like the DLI products," Bergin adds, "because they give us the capability to adapt the tools to our needs; they are flexible. And we feel that we are supported in the use of materials by the staff at Discovery Learning. They make us feel like partners; they keep us in the loop. That gives us a sense of ownership in these materials; and, I think that confidence we have in the materials clearly comes across to our participants. It makes our Leadership Program more effective and helps continue its success; and, consequently we help develop better leaders." Molino concludes, "That arrangement works out well for everyone." ●

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## What's happening at DLI?

**New Product Launches:** Discovery Learning is pleased to announce the release of two new products. *Discovery Leadership Profile Plus* is designed to enhance the effectiveness of the *Discovery Leadership Profile* released just last year. This new addition is a follow-on, goal-setting tool that lets Participants select goals based on low items revealed in their Leadership Profile report. Participants can select up to five goals specifically tied to their *Leadership Profile* report. They also have the option of customizing the fifth goal. Participants can then engage the same group that gave them feedback earlier in their *Leadership Profile* to observe them as they work on their chosen goals. At the end of 8, 12 or 16 weeks participants receive reports on improvement made on the goals selected based on feedback from their observation groups.



*Decision Style 360* is a 360-degree feedback tool based on our popular *Decision Style Profile* assessment. It specifically focuses on important aspects of effective decision making. The tool is an online-only assessment

that enables participants to receive feedback from their bosses, peers, direct reports and others on their decision-making skills. By responding to 31 items, using a five-point scale with a “do more/do less” section, respondents are able to provide import and feedback to each participant. Upon completion, the participant receives a four-color report with breakout reports for self, combined others, peers, direct reports and others.



As with most of our other online assessments the trainer/consultant has control over the process, setting up programs, adding participants, sending emails and printing reports for both of these new tools. If you have an interest in seeing a sample of either of these surveys, please call our office at 336-272-9530 to set up a demonstration. ●

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