

Passing the Torch

Developing Emerging Leaders



Organizations today face increasing uncertainty about their future. Our leaders must deal with constantly changing economic, social, political and environmental realities. Traditional planning strategies and conventional wisdom are of only limited use, for they project our past into the future and perpetuate the very problems we are trying to solve. And as the Boomers begin to retire, the pool of leadership talent shrinks while the demand for effective leaders grows.

What's needed now—more than ever before—is a generation of leaders who excel at creating possibilities where none have existed before, instead of simply coping with the realities of today. Leaders who demonstrate wisdom in their choices and who boldly take action. Leaders who embrace everything that older generations have to offer and who commit to learning as much as possible from them before they retire.

These leaders of tomorrow won't succeed because of their knowledge. They will succeed by demonstrating the key principles of responsible, results-focused leadership: good judgment, open-mindedness, inclusiveness, long-term thinking, and an unshakable commitment to authentic communication, empowerment, innovation and collaboration.

They will succeed by inspiring and empowering people to make extraordinary commitments, and then leading them to achieve breakthrough results that propel their organization forward. They will succeed by being a stand for the future they envision.

**Are you giving your emerging leaders
access to what they need to succeed?**

Passing the Torch is about co-creating the future success of your organization through intentional coaching and intergenerational collaboration.

"The essence of leadership is the capacity to accept and be responsible for the 'way it is' and to create the space for it to be that way.

*Then we stop trying to fix reality and control others, we can listen and act to create a different reality and inspire others to take unprecedented actions—to go beyond their historical limits and **BE** more than they thought was possible."*

Jim Selman
Founder
The Eldering Institute®

This three-day intensive program gives young executives with identified leadership potential an opportunity to master the key aspects of being a leader and to establish empowering relationships based on mutual responsibility, commitment and respect with senior executives in their organization.

Senior executives have an opportunity to go beyond simply transferring 'tips' and information to these emerging leaders. They learn how to intentionally share their perspectives, insights and competencies—the best of 'who they are' as leaders—in a way that empowers their younger colleagues.

All participants develop their ability to collaborate with people of other generations and cultures through interactive exercises. Leaders of all ages explore what it is to entertain other perspectives without judgment, acknowledge differences, connect through meaningful, authentic dialogue, and invent possibilities that address the concerns of everyone involved.

By fully engaging in the program, both experienced executives and emerging leaders can undergo an unpredictable shift in their own effectiveness, create a powerful personal vision for the rest of their lives, and produce extraordinary results for themselves and their organization.

KEY LEARNING

- Building Intentional Relationships
- Commitment as Action in Language
- The Nature of Paradigms & Possibilities
- Moods & Energy
- Mastering Time
- Servant Leadership in Action
- Teamwork: From Ordinary to Extraordinary
- Difficult Conversations
- Creativity and Collaboration

Curriculum for Responsible Leadership

Providing What Tomorrow's Leaders Need

Participants acquire a common language of leadership distinctions and an understanding of paradigms, practice authentic communication and establish a committed relationship with another executive from their organization. They also gain insights into how leading from the future can impact their effectiveness, their confidence and their choices. Individual learning focuses on:

- Engaging in structured reflection and self-observation to question and explore how assumptions and interpretations limit our choices and affect results
- Developing a long-term perspective that goes beyond systemic thinking to embrace new possibilities
- Empowering oneself and others in the face of competition, conflict, risk and change
- Creating extraordinary relationships, clarifying commitments, addressing concerns and aligning teams through authentic communication and emotional awareness
- Creating a responsible relationship to time that supports individual commitments and wellbeing
- Using breakdowns to achieve breakthroughs for individuals, teams and the entire organization

Difficult situations may call on executives to rely on more than just their authentic commitment, generous listening and emotional awareness. By developing the ability to master difficult conversations integral to responsible, commitment-based leadership, program participants learn how to inquire into the intentions, moods, assumptions, ideas and beliefs of each person in a conversation to create an outcome that everyone can align with and commit to.

Participants explore the social phenomenon of moods, and the power of assertions and declarations in reconnecting people to their commitments. Interactive group exercises allow participants to improve their abilities to:

- Entertain unconventional approaches when dealing with complex issues, conflicting concerns and uncertain outcomes
- Communicate authentically
- Be coached and coach others
- Responsibly address people's concerns
- Align the diverse perspectives and commitments of a team
- Lead difficult conversations



Leaders need to take into account the broader implications of their decisions and actions on others and come up with unconventional approaches when dealing with complexity and uncertainty.

To maximize this learning experience for all participants, it is recommended that companies register at least one senior executive for every two emerging leaders. Full attendance is required for successful completion of the program.

Passing the Torch is designed to help emerging leaders master 'being a leader of leaders' in this increasingly complex, globally connected world, and to give senior executives a meaningful opportunity to contribute to the future success of their organization.

This program is based on over 30 years of research into leadership and the dynamics of human interactions. The curriculum employs an ontological methodology designed and pioneered in 1977 by Jim Selman, founder of The Eldering Institute. This approach has been successfully applied in the context of leadership development and coaching within organizations across North America, Europe and South America for more than 35 years.



Jim Selman was instrumental in introducing new approaches to producing broad paradigm shifts and in building new theory and practical techniques in the field of management (including the concepts of organizational transformation”, “coaching”, “the Merlin method for designing the future”, “breakdowns” and breakthroughs”).

As CEO of Paracomm Partners International, Jim consults with organizations and governments on 4 continents on culture change and organizational transformation. In early 2008, he participated with 22 other transformational leaders and officials in the United Nations in a dialogue to distinguish how transformational leadership principles might empower developing nations and their leaders in undertaking full-spectrum responses to their most pressing issues and intractable problems. www.paracomm.com

To discuss how your organization can benefit from this program or how it can be customized to suit your learning needs, contact:

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