



Passing the Torch

Accelerating the Development of High-Potential Leaders

Organizations today face increasing uncertainty about their future. All aspects of business operations—from access to resources and new technologies to customer relationships and investor confidence—are influenced by constantly changing economic, social, environmental and political realities. Traditional planning strategies and conventional wisdom, both of which project the past into the future, are of only limited use when our collective future is increasingly unknowable. Thriving in this unknown future will require extraordinary leadership.

What's needed now—more than ever before—is for companies to develop and empower people as leaders who can create the future, rather than simply 'cope' with the realities of today. What's needed is a generation of leaders who can create possibilities where none have existed before, who can inspire and empower others in action and consistently achieve breakthroughs.

As the Boomer generation begins to retire, the pool of leaders is falling short of the demand for effective leadership. Companies must look at ways of fast-tracking younger generations to assume responsibilities for which their predecessors had years of experience. Preparing someone to lead is not simply a matter of 'learning the ropes', transferring information about best practices, and embracing the corporate history.

Companies who can effectively and efficiently transfer leadership competencies from one generation to the next increase their chances of having a long-term future.

Tomorrow's leaders won't succeed because of their 'knowledge'. They will succeed by being a stand for the future they envision. They will demonstrate the key principles of responsible leadership: good judgment, open-mindedness, inclusiveness, long-term thinking, and an unshakable commitment to authentic communication, empowerment, innovation and collaboration. And they will inspire individuals to make extraordinary commitments, and then lead them to achieve breakthroughs.

CONTENTS

Program Objectives	2
Participants	2
Process	3
Action Learning	
Leadership Coaching	
Curriculum	4
Customized Process	
Module 1: Foundations	
Module 2: Leading from the Future	
Module 3: Being Unreasonable	
Streamlined Program	5

*In the absence of **commitment** and **leadership**, no new possibilities (and therefore no new future) will be created.*

PROGRAM OBJECTIVES

The *Passing the Torch* program is designed to develop promising executives and managers as leaders who can embody and teach the key principles of responsible leadership to others. The program moves beyond mentoring (which is usually unstructured or based on transferring information and ‘tips’) to engage senior leaders in *transferring their perspectives, insights and competencies*—the best of ‘who they are’—to their younger colleagues through coaching and collaboration. Younger executives and managers focus not on gathering knowledge, but on mastering ‘being a leader of leaders’ in this increasingly complex, globally connected world.

All participants have the opportunity to:

- ✓ **Engage** in a structured process of reflection and self-observation to question and explore how assumptions and interpretations limit their choices and affect results
- ✓ **Develop** a long-term perspective that goes beyond systemic thinking to embrace new possibilities
- ✓ **Empower** themselves and others in the face of competition, conflict, risk and change
- ✓ **Create** a responsible relationship to time that supports their commitments and wellbeing
- ✓ **Master** creating extraordinary relationships, clarifying commitments, addressing concerns and aligning teams through authentic communication and emotional awareness
- ✓ **Learn** how to use breakdowns to achieve breakthroughs for themselves, their colleagues and their organization

PARTICIPANTS

- ✓ Senior executives who are committed to empowering younger leaders in their organization before they move on and who are interested in experiencing an unpredictable shift in their own effectiveness.
- ✓ Executives and managers in any functional area of their organization who are committed to realizing their leadership potential.

To maximize this learning experience for participants, it is recommended that companies register one senior executive for every executive/manager.

Senior executives who have already participated in Paracomm’s **Leadership, Legacy and Learning 2010** or **Mastery of Coaching** courses may qualify to register for the [streamlined version](#) of the *Passing the Torch* program. Contact coach@paracomm.com for more information.

Passing the Torch

THE PROCESS

Format: Three Learning Sessions, Project Work, Action Learning Groups & Coaching
Duration: 6 months

Passing the Torch focuses on transferring the key competencies of leadership to the younger generation of leaders through three on-site group sessions and individual projects selected by the participants. This program also offers all participants an opportunity to master the key aspects of extraordinary leadership:

- ✓ The key principles of servant leadership
- ✓ The relationships of powerful leaders (to themselves and other people, to circumstances and to time)
- ✓ The art of effective conversations

Participants must successfully complete each module before advancing to the next in the program. Full attendance is required at each session is required for successful completion of the program.

A coaching session is held by phone with each participant within two months after they have completed the program to address any outstanding questions or concerns. Three months after the program, participants complete an online evaluation, the compiled results of which will be made available to participating companies.

Action Learning

Prerequisite

Currently registered in a core module of the *Passing the Torch* program.

All executives and managers maximize their learning during the program by participating in a *Passing the Torch* Action Learning Group. Each group consists of 3 or 4 people (self-selected) from different organizations, agencies, companies or departments. Participants set up regular group meetings (one hour every second week minimum is recommended) and commit to exploring their learning together. To forward the process, items not completed in these meetings may be brought to a senior program participant and/or a Paracomm coach for coaching.

Passing the Torch is about co-creating the future through coaching and intergenerational collaboration. It is based on mutual responsibility, respect and commitment.

Senior executives may opt to commit to participating in a monthly one-hour meeting/conference call of the Seniors Action Learning Council. These virtual meetings are opportunity to share insights and observations about themselves and their coaching of the younger program participants.

Passing the Torch

Leadership Coaching

A maximum of six one-hour coaching sessions per participant are included in the registration fee for those who register for the **full, six-month** *Passing the Torch* program. Additional coaching sessions are available at an hourly rate during and after the program, as well as to participants in the Streamlined Program, to suit individual needs. Contact coach@paracomm.com for more information.

CORE CURRICULUM

Customized Process

A customized five-day version of this program is available to organizations with 30 or more registered participants. This condensed process does not include project work, the Action Learning Groups, or Leadership Coaching.

Module 1: Foundations

3-Day Inquiry into Commitment, Authentic Communication & Relationships

Participants acquire a common language of leadership distinctions and an understanding of paradigms, practice authentic communication and establish a committed relationship with an executive from their organization. Each two-person team chooses a project for which the younger executive is currently responsible and makes a commitment to apply what they are learning during the program to achieve a breakthrough result. All participants learn how to coach others, how to be coached and how to use breakdowns to achieve breakthroughs.

Key Learning

- ✓ Nature of Paradigms & Possibilities
- ✓ Commitment as Action in Language
- ✓ Building Intentional Relationships

Module 2: Leading from the Future

2-Day Inquiry into Time and Moods

Participants gain insights into how leading from the future can impact their effectiveness, their confidence, and their choices. Executives learn about the social phenomenon of moods, and the power of assertions and declarations in reconnecting people to their commitments. Role-playing exercises are videotaped, and each participant is given private feedback from a program coach to improve the effectiveness of their conversations.

Key Learning

- ✓ Mastering Time
- ✓ Moods & Energy
- ✓ Servant Leadership in Action

Passing the Torch

Module 3: Being Unreasonable

2-Day Inquiry into Difficult Conversations and Leadership in Action

Difficult situations may call on executives to rely more than just their authentic commitment, generous listening and emotional awareness. 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.

This two-day session is focused on developing the ability to master difficult conversations integral to commitment-based leadership: 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.

Executives and managers complete the program by sharing an assessment of their learning, the breakthroughs they experienced, and the results of their project. Senior executives report their observations of their younger colleagues in action.

Key Learning

- ✓ Teamwork: From Ordinary to Extraordinary
- ✓ Difficult Conversations
- ✓ Creativity and Collaboration

STREAMLINED PROGRAM (senior executives only)

Based on their participation in leadership development courses previously offered by Paracomm, senior executives may apply to participate in the program with reduced in-class time. Participation in the Seniors' Action Learning Council (SALC) and on the team project is still required between sessions.

Module 1 – Foundations

1.5 days (instead of 3)

Module 2 – Leading from the Future

1 day (instead of 2)

Module 3 – Being Unreasonable

1 day (instead of 2)

A 10% discount is offered on the regular program fee to any senior executive who is approved for the *Streamlined Program*. Leadership coaching sessions are available to streamlined participants at an hourly rate.

If you are interested in registering for this program, email your name and the dates and name of the Paracomm course in which you previously participated to coach@paracomm.com.