



# Leading with Authority

*A comprehensive, 12-week leadership coaching program that puts an end to permissive leadership practices based on the latest findings in brain organization & development*

Without exception, every one of the leaders that we work with struggle with being too permissive – tolerating performance that is not where it needs to be or behaviours that do not support the achievement of the desired collective results.

Of course, these leaders have what they believe to be sound reasons for accepting the status quo, or they are quick to accept responsibility when their employees fail to step up and deliver. Regardless, organizations bear a high cost when their leaders are too permissive, both in terms of results and employee behaviour. Entitlement, disengagement and dysfunction are common symptoms of permissive leadership.

Current writing about millennial employees, that insists leaders must adapt, ensure these employees feel empowered and supported, and continue to coddle them as they have been in the past, doesn't help. The truth is that most employees, regardless of what generation they come from, want and need effective leadership to help them succeed in their role and in their career.

## Are Your Leaders Too Permissive?

Here are some of the key symptoms that indicate permissiveness is a challenge in your organization.

### Permissive leaders...

- ✓ Fail to define & deliver expectations
- ✓ Take responsibility for feelings of employees
- ✓ Make decisions based on how employees will react
  - ✓ Allow power struggles
  - ✓ Fail to assert authority
  - ✓ Tolerate disrespect & insubordination
- ✓ Allow excessive cooperation and inclusion
- ✓ Fail to deal with poor performance
  - ✓ Seek to be liked
- ✓ Work longer and harder than employees to meet goals



*Any culture is a reflection of its leaders - their styles, preferences and behaviours. If an organization is going to shift the culture from habitual behaviours that no longer fit, then it must begin by changing the leaders' own habits, or change will not take place.*

## About the Program

The Leading with Authority program targets the development of brain functions and recognizes that emotions are central to human behaviour including the permissiveness of leaders. Taking a whole brain approach, the program provides a series of individual and small group sessions that engage participants in their development as well as hold them accountable for practicing between sessions in order to master the new leadership behaviours and habits.

The specific program components include:

1. **Assessment of the leadership style** of the participants using the Striving Styles® Personality System and an individual interpretation session to ensure each participant fully understands his/her brain organization and emotional drivers as well as any resistance to shifting their behaviour.
2. **Establishment of specific goals** and commitments by each participant coming into the program to track progress against.

3. **Pre-work prior to each session** which includes reading to understand key concepts in advance as well as to reflect on their own experiences in order to come prepared with actual scenarios to use in the sessions.
4. **Six, 2-hour group coaching sessions** conducted two weeks apart in which the concepts are practiced using the scenarios of the participants and behavioural feedback is provided to ensure their ability to apply the learnings following the session.
5. **Homework following each session** to practice in real life the learnings as well as reflection to come prepared to the next session to talk about the experience, what worked and what didn't work, as well as why they did not attempt to use the learnings.
6. **Accountability for completing all** aspects of the program including pre-work and homework which is collected and reviewed by the leadership coach.
7. **Specific post-program plan, to be shared** with the participant's direct manager, on how they will sustain the new behaviour post-program and the support required from the direct manager to ensure they follow through on the commitment.
8. **Recognition for successful** completion of the program.

### What Participants Learn

- ✓ the emotions that drive permissive leadership behaviour
- ✓ their leadership style based on their own brain organization
- ✓ what it means to lead with authority vs. being authoritarian or autocratic
- ✓ triggers into permissive leading and how to work through their own resistance to exercising authority
- ✓ how and when to use a more directive leadership approach including techniques to support the shift
- ✓ how to apply the learnings in real world scenarios with their employees
- ✓ how to reflect on their approach used in specific scenarios in order to learn to self-correct
- ✓ how to sustain the shift to leading with authority after the program

### Delivery Options

The program can be delivered in-house or conducted virtually. It can also be adapted into an individual coaching program for leaders.

The program structure has been designed to ensure maximum ROI through sustained behavioural change. However, it can be modified to be offered as a one-of training event or conducted as part of a team offsite or leadership conference to introduce the concepts and tools to participants as a first step.

Participation in the group coaching sessions is limited to 6 to maximize feedback and opportunities to contribute for each participant. Discounts are available for organizations putting multiple groups through the program at the same time.

## Increase the impact of your leaders...

At Caliber, we offer a wide range of [programs](#) and solutions focused on helping organizations to eliminate dysfunction, foster accountability, increase results and build leadership capacity to deliver on the strategic priorities. [Contact us](#) to discuss how we can support your organization.

### ABOUT CALIBER

Caliber Leadership Systems is a Toronto-based consulting firm working with global clients striving to achieve their full potential. We specialize in helping clients build the infrastructure — systems, processes, structures, behaviour and leadership practices — necessary to prepare for and master the next level of organizational growth and development.

### CONTACT US

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