

CONNECTICUT BANKERS ASSOCIATION

ASPIRE Leadership Academy

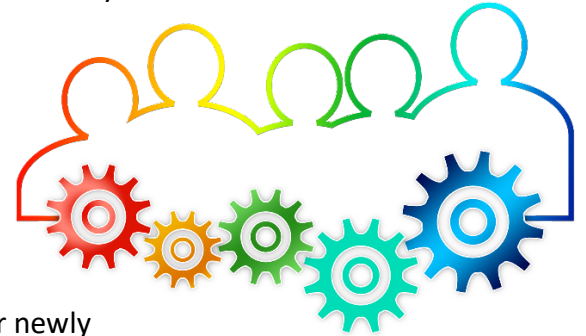
*Advancing the **S**kills, **P**assion, **I**mpact & **R**esiliency of **E**merging leaders*



ASPIRE Leadership Academy

Advancing the **S**kills, **P**assion, **I**mpact & **R**esiliency of **E**merging leaders

The Connecticut Bankers Association's ASPIRE Leadership Academy is designed to develop and enhance the leadership skills of highly motivated new and emerging leaders. The Academy focuses on training those enrolled to better understand their teams and the soft skills required to effectively lead those teams. Over a period of 12 months, students will meet for 10 full-day sessions. Students in the Academy will be able to carry new knowledge and skills back to their bank after each session that they can put into practice immediately and begin implementing solutions. This long-term learning model allows students to learn and practice simultaneously and return to class each month to discuss the results of applying their newly acquired skills. Students will also leave the program with an established network of future bank leaders from across the state.



Who Should Enroll?

The CBA ASPIRE Leadership Academy is recommended for high-potential bankers who have recently undergone or will soon be undergoing the transition from a functional role to a leadership role within the bank. Individuals looking to enhance their leadership skills will also benefit from attending the Academy, as well as those moving into new or more complex leadership roles.

Monthly Session Information

January

Session One

Introduction to Leadership

Facilitators: Kristin Zummo, Chelsea Groton Bank

Kim Fenton, Connecticut Bankers Association

What is a leader? This opening session will introduce students to the core concepts of leadership, explore the differences between managing and leading, and encourage each student to define their own leadership brand. The session will introduce various leadership styles and explore how team dynamics, including the unique aspects of each team member, can shape leadership approach. Students will participate in leadership assessments to identify strengths as well as opportunities for growth as they maximize their leadership potential. This session will lay the groundwork for the remainder of the program.

February

Session Two

Emotional Intelligence

Facilitator: Wally Hauck, Ph.D, Communico

Changing times call for evolving leaders. Effective leaders must ask, “Why would anyone choose to follow me?” They must also ask, “What are the top skills leaders need for career success?” According to Forbes Magazine, nine of the top ten skills needed are soft skills, and all these soft skills can be improved by developing Emotional Intelligence (EI). This means leaders cannot be successful without continuously improving their EI.

This class helps leaders understand, appreciate, and practice the 12 elements of the Emotional Intelligence Competencies. Developing this strong foundation of EI can help leaders improve the other essential leadership skills of influence, trust building, communication, and accomplishment.

This program encompasses:

- An assessment with personal insights about the EI competencies
- Why EI is so important for career success and organizational success
- Definitions and descriptions of the key elements of EI theory and practice
- How the application of EI theory and practice within organizations creates a competitive advantage

March

Session Three

Leading During Times of Uncertainty & Change

Facilitator: Wilbur Pike, Learning Dynamics

Change is a reality for every organization and every individual today. Managers face the special challenge of maintaining a positive outlook and helping others remain positive and productive during times of uncertainty. "Leading during times of uncertainty & change" is a dynamic class that will provide students with the skills, tools, and techniques necessary to effectively lead their organization and coach employees through the ever-changing workplace environment.



April

Session Four

Creating a High Performing Team

Facilitator: Kate Wall, EdD, Central Connecticut State University

This class includes an interactive series of exercises that develop an awareness of and affinity for creating strong teams. In this session, learners actively participate in an overview of the contribution of teams, discuss the five common dysfunctions of teams, and develop a keen understanding of psychological safety and how to foster it within their teams. Learners will participate in a team activity in which they must communicate, solve problems, and make decisions while resolving the inevitable conflict that arises in this simulation. Learners leave with a sense of how to build and foster a cohesive team, skills to manage team conflict, and an understanding of team roles.

May

Session Five

The Leadership Challenge

Facilitator: Cynthia Shahan, Ph.D, Shahan Consulting

This class focuses on the five practices of leadership based on Kouzes and Posner's decades of research that culminated in their text, *The Leadership Challenge: Model the Way, Inspire a Shared Vision, Challenge the Process, Encourage Others to Act, and Encourage the Heart*. We will talk about why each practice is important, what proficiency looks like, and how to practice it effectively. We will also discuss the myriad of elements that make us diverse, the five stages of the tolerance scale, and how to truly appreciate and show appreciation for diversity in all its forms. This session is very experiential and interactive. It is impossible for students not to participate.

June

Session Six

Stress Management: How to Be a Better Leader from the Inside Out

Facilitator: Cindy Donaldson, Red Barn Consulting

"Mastering others is strength. Mastering yourself is true power." - Lao Tzu

In order to master the art of leadership, you must go through a self-awareness process to understand who you are, where your strengths and weakness lie, and practice the art of self-care. How you show up daily matters and if you aren't taking care of yourself, you won't be able to lead others effectively. This class covers personal/self-awareness, celebrating your brilliance, resilience, and the art of influencing others with integrity.

September

Session Seven

My Team

Facilitator: Gail Eister, G.E.E Consulting

This class analyzes the impact of differing value systems on leadership styles. Participants will actively review how value systems can influence preferred work and preferred supervision of individual employees. It will build a better understanding of team member job satisfaction and motivation. Emphasis is placed on techniques for interacting with distinct value systems in the student's current workplace.

October

Session Eight

Coaching

Facilitator: Kim Fenton, Connecticut Bankers Association

The best leaders practice the art of coaching every day. They know that coaching is critical in the workplace for developing their employees' performance, commitment, skills, and career. Coaching has a proven track record of success, helping to build powerful teams and improve business results. This session will help participants gain an understanding of the importance of coaching and provide them with practical coaching skills and techniques through interactive instruction and application. Learners can take these skills back to the workplace and begin implementing immediately.

November

Session Nine

Transformational Leadership

Facilitator: Wally Hauck, Ph.D, Communico

Changing times call for evolving leaders. We need to ask, "Why would anyone choose to follow you?" In MAGIC Transformational Leadership, participants will not only explore this question, but learn to lead in a way that inspires others and engages the high achiever within. Leaders begin with a vision for themselves of what kind of leaders they want to be and develop their purpose and direction. Learning to communicate in a MAGIC consistent way inspires people to commit to the organization's purpose and put in optimum effort to achieve goals.

This program helps leaders transform themselves and their teams and develop the strong foundation of trust organizations need to create a MAGIC consistent culture of service excellence and optimum performance.

December

Session Ten

Tuesday, December 12, 2023

Servant Leadership – 2/3 day

Facilitator: Bill Florin, Learning Dynamics



Leadership involves engaging and inspiring people to do their best work and to achieve common goals. Servant Leadership (SL) is a model that encourages formal leaders to start with the drive to serve followers, customers and other stakeholders. This engaging class helps students learn how to use the servant leadership model to generate organizational success while avoiding some of the common pitfalls that can come from adopting the model. Communication, planning, and execution are all important in the SL model, and participants will learn strategies for effectiveness in all these functions through the SL lens. Rich in case studies, engaging table work, and skills practice, this program will give participants a thorough understanding of how to apply SL concepts in their daily work to drive individual and organizational performance to new heights while maintaining a culture of accountability and results-orientation.

Transferring the Learning: What's my Next Chapter? – 1/3 day

Facilitators: Kristin Zummo, Chelsea Groton Bank

Kim Fenton, Connecticut Bankers Association

During the final session, students will have the opportunity to reflect on the knowledge and skills they have acquired throughout the program. The facilitators will work to guide students to draw connections between what they have learned and reflect on how they have grown as a leader throughout the year.

Program Details

All regularly scheduled monthly class sessions will be held at the Courtyard by Marriott in Cromwell, CT. Classes will commence at 8:30 a.m. and adjourn at approximately 4:00 p.m. with 45 minutes allowed for lunch. Students are required to attend and participate in each session in its entirety. Any emergencies or unavoidable absences will be considered on a case-by-case basis by the program administrator. To view the academic calendar, please visit the CBA website at www.ctbank.com

Students enrolled in the ASPIRE Leadership Academy will not be required to submit assignments for grading, but are expected to complete in-class assessments and/or activities as well as any take-home reflection worksheets. Students will be awarded a certificate of achievement upon completion of the Academy.

Cohort size will be limited to ensure the integrity of the program. **Please note you are encouraged to apply early.** The application deadline is Friday, October 21, 2022.

Tuition

Tuition for the one-year program is \$2,450 per student. Institutions sending four or more students will receive a \$200 tuition discount per student.

The above fees are per student and cover tuition, instructional materials, lunches, breaks and other costs associated with the monthly sessions. These fees are in effect for students entering the Class of 2023.

No tuition refunds will be given for individuals withdrawing from the program within 30 days of its start date.

What our Facilitators Have to Say About Leadership in Today's World

"To be an effective leader in today's world requires an approach that focuses on the needs of the people. Leaders find a way to create an environment where people want to motivate themselves to reach the collective goal."

Gail Eister, GEE Consulting

"Though times are changing faster, the principles of leadership remain the same. Leaders who understand, appreciate, and follow sound principles achieve positive results, and there is no limit to the positive change they can facilitate. This familiar quote by Mahatma Gandhi introduces one of these sound leadership principles of accountability: "You must be the change you wish to see in the world." Embracing and appreciating accountability is essential for leaders to achieve positive results in times of significant change. Everyone can be a leader. To be a great leader, one must embrace the challenge of change and act by understanding, appreciating, and following sound principles to influence others to achieve optimum success."

Wally Hauck, Ph.D, Communico

"A great leader learns how to master the art of being vulnerable, inspirational, brave, confident, competent, and optimistic all at the same time. Their beliefs and values are solid, and opinions are often quite intense – characteristics that are needed when you are moving teams through transitions or into the proverbial battleground. Those with a high leadership number perform actions with conviction all while retaining empathy and compassion for their team. It's not easy, it's a learned skill and an artform."

Cindy Donaldson, Red Barn Consulting



2023 CBA ASPIRE Leadership Academy Application

Advancing the Skills, Passion, Impact & Resiliency of Emerging leaders



Name: _____

(Last)

(First)

(Middle initial)

Nickname: _____

Institution: _____

Work Address: _____

City: _____ State: _____ Zip: _____

Home Address: _____

City: _____ State: _____ Zip: _____

Work Phone: _____ Cellphone: _____

Work Email: _____ Personal Email: _____

EDUCATION HISTORY

Background	Degree	Year
High School: _____	Y / N	_____
College 1: _____	Y / N	_____
College 2: _____	Y / N	_____

Professional Education (ABA, AIB, CBA, CFT, etc.)

Program Name	Year
_____	_____
_____	_____
_____	_____

EMPLOYMENT EXPERIENCE

Present Position: _____ # of Years: _____

Responsibilities: _____

Previous Positions / Titles:

_____ # of Years: _____

_____ # of Years: _____

_____ # of Years : _____

Total years of experience with Financial Institutions: _____

Supervisory Status

Number of employees reporting directly to you: _____

Number of employees indirectly reporting to you: _____

List leadership roles that you have held, including education, employment and community work:

What particular strengths do you have and what opportunities for learning do you have?

Strengths:

Opportunities for Learning:

What is your motivation for applying to the CBA ASPIRE Leadership Academy, and what do you hope to achieve by being a student in the program?

Commitment

Students are required to attend and participate in each session in its entirety. Any emergencies or unavoidable absences will be considered on a case-by-case basis by the program administrator.

I understand the goals of the CBA ASPIRE Leadership Academy and will devote the required time.

Applicant's Signature: _____

Date: _____

Nominating Manager's Signature: _____

Date: _____

Application Deadline is Friday, October 21, 2022

Mail or Email Completed Application to:

Kim Tuttle, Director of Education - ktuttle@ctbank.com

Connecticut Bankers Association - 10 Waterside Drive, Suite #300, Farmington, CT 06032

Ph: 860.677.5060