

# Leadership Development

## Benefits Snapshot:

- Provides a systematic approach to leadership assessment and development
- Develops your people's leadership, teamwork and strength of character
- Delivers clear outside direction on where to focus your development
- Launches your leadership growth, including a culture of realism focused on honest self-appraisal
- Establishes true openness and trust, and brings the management team together around shared leadership terminology and perceptions
- Moves the group beyond the universal, often negative, human tendency of self-protection

## Definition:

Leadership development refers to any activity that enhances the quality of leadership within an individual or organization. It produces strong leaders who make better decisions and produce stronger results.

*"Knowledge comes, but wisdom lingers. It may not be difficult to store up in the mind a vast quantity of facts within a comparatively short time, but the ability to form judgments requires the severe discipline of hard work and the tempering heat of experience and maturity."*

**Calvin Coolidge**

*"When I visit companies that I consult, the first thing I ask leaders for is copies of their appraisals of subordinates, and I am continually amazed at the avoidance in their language...Masking the truth doesn't help people develop."*

**Larry Bossidy**

*"If you don't change your beliefs, your life will be like this forever. Is that good news?"*

**Douglas Noel Adams**

## Overview:

Becoming a successful leader may be the most amazing journey of discovery and growth that you ever take. It can continue throughout your life. It is so rewarding that many people desire it, and yet so challenging that few persevere along the path. We never "arrive," because there is always more to develop and learn. We never arrive, but as we constantly grow, we experience the riches of enabling the people around us to also discover, grow and create increasingly more valuable results for the people around them.

True leadership is amazingly far-reaching because it is a way of living. It is an ongoing choice to prioritize development, to take initiative, and to do the hard work of finding the best path – and lovingly, honestly and boldly leading others forward on that path.

Because it encompasses the whole person, leadership is so complex that many people say, "Either you've got it, or you don't." A large number of business people believe that leaders are born. We don't agree. It is true that leadership comes more naturally to some people and it's more of a challenge for others, but if you're committed to being a strong leader, you can be one. The success of your employees and your organization depends on it. The people around you are in desperate need of your strong leadership.

**Nice Approach:**

In Leadership development, Nice Enterprises, Inc. provides your team with a strong outside perspective and guidance to effectively assess and develop your leadership competencies. Our whole-person approach includes a research-based assessment of your current leadership competencies. This process yields clear conclusions about your personal leadership strengths, weaknesses, limitations and blind spots, and those of your team as a whole.

Effective leadership development will enable your team to achieve strong growth beyond the engagement, both as a team and individually.

From the leadership development process you will gain shared language for discussing leadership competencies as a team, clear assessment on your strengths and areas for growth, and specific focuses that enable you to rapidly develop your leadership strengths, both as a team and individually.

## Change Management

**Benefits Snapshot:**

- Successfully ride the highs and lows of the change process
- Change more easily
- Dynamically adapt with the current environment much more easily
- Build confidence throughout your organization

**Definition:**

Change management is a structured approach for transitioning individuals, teams and organizations from a current state to a desired future state. It is also the process of moving and adapting to the expected and unexpected changes that come to you and your organization.

**Overview:**

In this competitive industry, with endless competition and special challenges like compressed margins, organizations need insight on how to change for the future. They must understand the phases of change and learn how to actively lead people through each of these phases.

No matter the type of change, how one deals with change is on the short list of qualities that are most notable about one's self. Fundamentally a person's primary capacity is choice – and the primary outcome is change. Change is the most basic and amazing of human abilities, whether it is the ability to grow in a new way or the ability to go against the tide to do the right thing. Change is the ability to grow toward greatness or retreat toward death.

**Nice Approach:**

Through understanding the J curve of change and applying its approaches to activation, momentum building and accountability, Nice will help you will supply a tangible and unified approach to change management. This process builds the momentum of change, enables your people to adapt to and own the changes, and moves your organization through all the phases of change to ensure success.

## Teambuilding

**Benefits Snapshot:**

- Systematically guides the group to develop increased self-knowledge, interactive development and team focus on shared results

- Develops personal and collective trust throughout the team
- Takes your leaders from being individuals to forming a cohesive team that knows how to perpetuate real collaboration within each of the organization's functional areas
- Takes managers out of their typical operational roles and focuses them on what will make the future of the organization better, improving the team's capacity to work together
- Ends false harmony and replaces it with productive debate and ideological conflict

**Definition:**

Teambuilding delivers a strong personal and group assessment of the existing level of teamwork and develops a clear, systematic process that leads to stronger team results

**Overview:**

Teambuilding involves exercises but focuses primarily on expanding the team's communication and shared understanding through group interactions.

**Nice Approach:**

In teambuilding, Nice Enterprise, Inc. guides the group to establish a clear agreement about its strengths in the key communication and collaboration areas of teamwork. Working from this team assessment, the group will interactively develop truly open and productive teamwork.

This interactive process focuses on expanding team trust, openness and communication – the foundations of strong teamwork. The group will gain deeper understanding of the importance of constructive conflict, its role in team implementation and how to communicate that constructive conflict while maintaining strong personal connections.

## Sales and Service Training and Development

**Benefits Snapshot:**

- Creates a sophisticated culture, a stronger staff and a clear path to better results
- Provides a systematic approach to sales and service development, including strategic coordination, management actions and front-line skill and motivation development
- Is focused on people development, coaching and accountability
- Enables the organization to lead in growth and value creation, rather than merely responding
- Reignites the motivation of your team, so they will take their learning and results to the next level
- Significantly expands your repertoire of sales approaches
- Fosters stronger experience-based confidence in sales and service implementation
- Establishes your performance measurement system so employees know where they stand and the organization can deliberately produce its planned results
- Eliminates the huge disparity between high and low performers in the organization

**Definition:**

Sales and service is the process of effectively communicating a product or service to a customer in a manner that leads to customer action then following that action or sale up with unprecedented service quality.

**Overview:**

Through sales and service training and development, your organization will gain the overarching strategic approach to organizing your sales and service, as well as extensive implementation tactics for delivering true sales and service in your organization. As a result, your organization will grow more rapidly, members will gain more value, and your business will become the preferred financial institution for more of your existing and potential members.

**Nice Approach:**

Through sales and service training and development, Nice Enterprises, Inc. will train your organization in the invaluable qualities inherent in both sales and service organizations and sales and service professionals. Through a whole-person development approach focused on being, knowing and doing, your team will gain clear developmental focuses, critical coaching priorities and essential points of accountability.

During the training, your team will gain comfort around the true aspects of sales, and how it contrasts with negative types of “push sales” employed by some banks and used car dealerships. They will gain invaluable approaches for delivering consultative sales. They will learn to better understand and meet buyers’ needs, educate and advise members during the buying process, and develop their personal sales assertiveness so they’re initiating conversations that lead to more sales and better member service.

## Individual Coaching

**Benefits Snapshot:**

- Delivers clear outside direction on where to focus development
- Delivers the ongoing input needed to keep the pace of learning high
- Establishes development milestones that can be realistically achieved, giving increased motivation to continue growing
- Exposes participants to a vast range of high-quality leadership ideas, books, tapes and resources that are aligned with individual needs
- Provides direction on better role-implementation and strategic integration within the business

**Definition:**

Individual Coaching focuses on assessing and elevating an individual’s leadership competencies.

**Overview:**

Individual coaching involves a unique combination of assessment, interactions, coaching and development plans that will move a high potential leader or current leader forward. Ongoing individual performance improvement is required when implementing visionary plans.

Individual coaching is critical because it enables the credit union to invest in its most important (and most expensive) asset: its high potential people. It elevates the personal performance of key employees, which in turn raises the level of the organization as a whole.

**Nice Approach:**

Individual coaching with Nice Enterprises, Inc. launches you into a rapid and interactive personal and professional development process. Focused on developing the entire person in the areas of being, knowing and doing, it will radically expand your leadership skills in all areas.

Our whole-person approach includes research-based assessment of your current leadership competencies, which are determined through a personal assessment survey, 360-degree peer assessment and comments, and personal phone interviews.

## Executive Mentoring

### Benefits Snapshot:

- Fosters strong relationships that don't develop at typical industry networking events
- Delivers true understanding and empathy around challenging and politically tenuous changes you're implementing within your organization
- Offers interactive insight and direction that helps you make more robust and well-developed decisions
- Establishes appropriate accountability that enables you to stay on track with your personal and professional development goals
- Offers a truly confidential environment where you can be open about your frustrations and deep desires

### Definition:

Quarterly meetings with peers that are facilitated by a consultant to assist directing conversation and learning around current issues facing the marketplace and individuals within the group.

### Overview:

The Executive Mentoring Interaction (EMI) group offers a select group of leading, industry CEOs an engaging and confidential development environment for personal and professional growth along with other, progressive credit union leaders. The exclusive and intensive small group interaction fosters strong friendships, rapid learning and true leadership development.

From the executive mentoring interaction you gain rich relationships with other leaders, rapid personal and professional growth, and insightful advice from other leading credit union CEOs.

### Nice Approach:

Through executive mentoring interaction, Nice Enterprises, Inc. actively facilitates each phone check-in and quarterly in-person meeting, focusing the interactions so each CEO member shares proven best practices and encourages fellow members along their leadership development. The informal agenda for each meeting centers conversations and dialog around the areas of emerging issues, obstacles and needs within the industry and your credit union.

This unique setting is unlike any other. It offers progressive CEOs the opportunity to bounce problems, challenges and solutions past insightful fellow leaders. EMI may be the only group within which industry CEOs can actively interact in relationships that are confidential and politically safe, with peers who fully understand the challenges faced by the CEO of a rapidly growing credit union.