



ROARING FORK LEADERSHIP

Class of 2021 Curriculum
August 2020 through May 2021

Today's leaders require skills that transform conflict into effective results, personal agendas into collaborative agreements, and business as usual into an inspirational 'call to action'.

This certificate program can help prepare you for positions of leadership and/or increase your current leadership capabilities, within a range of organizations. Not only will you gain the knowledge you need to be an effective and strategic leader, you'll learn how to lead diverse teams, manage conflict and create a positive culture of continuous improvement. Our curriculum is designed with great consideration to tackle the most relevant topics in the leadership category. RFL has been compared to top Leadership Master Programs by top universities and considered to be leading the pack.

For RFL Academy 2021, all sessions are planned to be in-person, unless otherwise noted in **red below, which will be virtual ZOOM sessions.**

Covid-19 safety measure will be ensured during each in-person session.

RFL Vision (our Why)

RFL develops individuals to become more effective leaders who engage and enhance their communities.

RFL Mission (our How)

We seek individuals who engage in opportunities for personal and professional growth. Using a common language, experiential learning and skill development, we create connections and build leadership capacity. Our programs transform individuals by enhancing awareness of one's impact and ability to collaborate.

Orientation, August 17, 2020, 5:00P – 6:30P, ZOOM: Participants chosen for RFL Academy 2021 will meet virtually to be introduced to “What to Expect” during the program year with Andrea Palm-Porter. This is also an opportunity to meet your classmates, who you will be working and learning with throughout the program year.

First Session, August 28 (9:00A – 4:30P) & 29 (9:00A – 4:30P), 2020: "Conscious Leadership – Dr. Heidi Brinkman"
In this session, we explore what it means to be developing oneself as a conscious leader in the context of this course. We learn about the power of perceptions, the dynamics of trust, and you're our own personal styles in relation to others. We will also explore our greatest leadership assets, liabilities, fears, dreams, and design our intentions for our future. This session is the essential first step in building a learning community for both the Friday sessions and the class project. The retreat setting provides the necessary catalyst to begin to recognize and change old patterns, and make way for building new, more effective ways of leading in community. ***Mandatory to Attend the ENTIRE 2-days.**

Second Session: September 18, 2020, 9A – 12:00P: “Discover What Drives You - Andrea Palm-Porter” ZOOM. Self-awareness is essential to success. If you don't understand what motivates your actions and behaviors, it's difficult to cultivate positive growth. This session gives you a better understanding of your DISC Assessment report supporting you through the RFL journey in what drives you, working in teams, and setting you up for communication success. A modern interpretation of Dr. William Marston's behavioral dimensions, the DISC assessment uncovers four quadrants of behavioral patterns. With the insight from DISC, it will be easier for you to recognize the right opportunities to achieve the results you desire individually and in teams.

Third Session, October 2, 2020, 8:30A – 5:00P: "Transformational Leadership - Pamela Paresky" Reveals how you know what you know, uncover the three great untruths, connect with the world of words, understand the power of relationships. With a new view, results that we may have previously considered unlikely or even impossible now become realized. ***Mandatory to Attend the ENTIRE day.**

Fourth Session, November 6, 2020, 8:30A - 5:00P: “Decisive Leadership - Jeff Munn, Certified Presence-Based® Coach” This session is dedicated to the development of your civic projects which provide a laboratory for participants to practice new ways of leadership, at the same time making a difference in the community. Working in your civic project teams, community sponsors pitch their project ideas and then, using project selection/decision making tools provided by RFL, each project team will go through a process of determining what project best suits the team. This is the beginning of the selection process. Each team will have until the end of November, to select and write their ‘problem statement’ for their project.

Fifth Session, December 4, 2020, 8:30A – 5:00P: "Leading Change – Ron Gager, Gager & Associates" Change in organizations doesn't happen just because the leader wishes it to be so. Change has to be communicated, refined, implemented and assessed, with committed leadership to ensure its success. Learn practical skills to apply to the class project process as well as to organizational and community issues.

Sixth Session, January 8, 2021, 8:30A – 5:00P: “Effective Communication – Dr. Maureen Breeze” According to a recent study conducted by The Economist Intelligence Unit, effective communication drives greater engagement and productivity, while poor communication contributes significantly to work place stress and low morale. Savvy leaders understand the importance of connecting with others, creating a sense of mutual purpose, and delivering messages that motivate and inspire. In this session, you will learn practical strategies to build rapport, manage conflict, navigate difficult conversations, and influence others in ways that will enhance your communication effectiveness and leadership impact.

Seventh Session, February 5, 2021, 9:00A – 5:00P: “Emotional Intelligent Leadership – Andrea Palm-Porter, EQ-i 2.0 Certified Master Practitioner” During this session, we will explore the part of our intelligence that has nothing to do with technical knowledge and book-smarts. It is the intelligence we have to navigate our day-to-day interactions with important people, make critical decisions and respond to our environment. We will look at emotional intelligence (EQ)—how it works and why it works. It is a much stronger indicator of success in work and relationships than cognitive intelligence (IQ), and it can be learned! This session will put EQ into action.

Eighth Session, March 5, 2021, 8:30A – 5:00P: “Civic Leadership – Dr. Stephen Hartnett/Dr. Lisa Keranen” As America’s political process splinters into harsh sub-communities based on hard talk reinforced by niche-specific media outlets, it can sometimes seem as if democracy is withering. The need for visionary community leadership has therefore never been greater. Based on a quarter-century of civic engagement experience, **Dr. Stephen John Hartnett** will work with RFL participants to configure civic engagement strategies that are ethical, kind, and effective; to practice team-building exercises; to map out a wide range of possible community decision-making paths; and to promote best communication practices in pursuing these goals.

Ninth Session, April 2, 2021, 8:30A – 5:00P: “Resilient Leadership – Theresa Anuszewski” In this session there will be focus on both Resiliency and Feedback. Feedback is necessary for effective leadership. Leaders often become isolated and do not receive the feedback they need to make good business decisions and improve their effectiveness. The fallacy “no news is good news” can lure a leader into a false sense of security, when in fact he or she is actually “out of the loop”, and not receiving important information.

We will review the essentials of how to incorporate feedback processes into any leadership or professional role, while enriching your project team experience. The results of the RFL Project Team Survey will be used as an example of “team feedback” and offer each team the opportunity to review their results to date, based on data collected from all members. In addition, each team member will receive “real time” feedback as recognition from their team members about their specific contributions to the project. For the first time this year, the team coaches are also involved in the feedback process. Throughout the session, resiliency will be highlighted in how we “receive” the feedback and cope in the world around us.

Tenth session, May 7, 2021, 8:30A – 6:00P: “Conscious/Transition Leadership and Closing Session – Dr. Heidi Brinkman” Dr. Heidi Brinkman returns to help celebrate the year of learning and to share your accomplishments and align your intentions as community leaders. Project Presentations will also be part of this day.

Graduation Celebration, May 2021 (TBD): An evening a couple week following the final session, we will be hosting your graduation ceremony, and inviting your family, friends and previous graduates to share in your celebration. 5:30P – 7:30P

Civic Project & Skill Application:

In addition to the core curriculum, RFL Academy participants are divided into project teams (with 6-8 participants in each) that take on a civic project. The purpose of these teams is to provide participants the opportunity to practice the skills learned in the program and develop insight into working within and leading teams, while making an impact in the community. The skills include – the process of collaboration, consensus building, team decision making, leading change, facilitation, mediation, and conflict resolution. Through the practice of these essential and vital leadership skills participants discover the value of creativity, empathy, openness, discipline, and closure – and most importantly the power to make a difference for themselves and the community.

** The following schedule is subject to changes due to availability of presenters, Covid-19 safety, and locations. If we move to a virtual session day - depending on the topic - that session may be split into two half day sessions vs one day.*

A COVID-19 Ready RFL Experience

Some of the mitigation measures outlined by RFL are:

- RFL will continue monitoring, notification, isolation and assessment of COVID-19 risks.
- Enable physical (social) distancing to limit population density in classrooms.
- Requiring masks for all participants and staff, as directed by local governments and/or RFL Board of Directors.
- All RFL participants will need to bring their own facemask.
- We will have infrared no-touch thermometers available and have wellness screening upon arrival to sessions.
- Expanded sanitization measures: we will have disinfected and have disinfectant materials available at all times including: Clorox, paper towel, hand sanitizer, etc.
- Maintain awareness of local conditions, supported by a public health awareness campaigns.
- Be ready to adapt as needed to COVID-19 circumstances.

Delivering Flexible Academic Instruction

Key elements of the Academic Instruction section of the plan include:

- RFL is agile and working with all instructors to ensure programming can be done in person and, if needed due to additional safety precautions presented using ZOOM, to create meaningful experiences.
- We have adapted to offering two programs via Zoom within the program year: Orientation, Discover What Drives You (DISC).
- Offer remote flexibility for people at risk of COVID-19 and members of vulnerable populations, per request and qualifications.
- Building community through a first-year academic experience by taking classes with a small cohort of their peers.
- Reducing the density of students in classrooms through a suite of methods that includes added short programs and utilizing larger spaces.
- Eleven total sessions, including Orientation for 2020/2021, compared to previous year of ten.

Resource Alignment for Participant Success

Key elements of the Resource Alignment section of the plan include:

- Investments in masks, training, physical distancing supplies and public health awareness.
- Investment in instructional technology to support student and teaching success.
- Enhanced online RFL programming, offered in addition to RFL core academic curriculum.
- Tuesday, Noon – 1P, RFL Live: Resiliency Experience programming
- RFL is working with Colorado Council on Leadership through the Boettcher Foundation, collaborating with leadership professionals and organizations across the state to align resources. Any available resources will be shared to enhance RFL participant and alumni leadership development.

RFL Academy

ROADMAP 2020

RFL is combatting the uncertainty with certainty!

RFL is able to continue its programming, ensuring the safety of our participants, volunteers, and local communities and will be complying with state and local public health orders. Additional and intentional efforts are also being made to support participants in the form of advising, and coaching throughout the program.



In-Person

Most RFL sessions will be offered face-to-face at a designated time and location, adhering to enhanced social distancing and safety guidelines. This requires participant to be physically present for these session.

On-Line

These sessions do not require in-person attendance. Participants must still attend through Zoom and be fully present and available at those designated times and days.



Hybrid

This option would be the exception to the rule for our in-person sessions. This would be only when in-person is not an option for an individual due to unforeseen circumstances. Upon permission, individuals may be able to attend virtually.

Are you ready for RFL? We are!

Become the leader that's needed for our future!

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