Stanford Technical Leaders Program (STLP)
A MOR Lead From Where You Are Program

"Leading from where I am means that I have a desire to impact my organization well beyond the job and authority (and pay) anyone has given me. That means I've had to learn how to lead through influence rather than through formal authority, which is a good thing. …Helping colleagues connect with other people in the organization. Building networks that can knock down organizational boundaries."

Gordy Pace,
University of Montana

MOR

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About the Program

MOR Associates believes that the potential for leadership lives within everyone. Fundamental to this belief is the idea that leadership can arrive through personal choice and individual action rather than organizational authority. This program is designed to unlock this leadership potential in individuals regardless of their title or position.

Program Objectives

This MOR Lead From Where You Are program for Stanford has been designed for our current context. We recognize that work is done across a spectrum of conditions. Some groups are back on-site while others continue working remotely. Even the concept of team has been altered. In fact, the whole future of work remains uncertain. We recognize that these new realities will continue to cascade across our organizations. For these reasons, this program is built upon the following objectives

- Develop mindset, skillsets, and toolsets to become more effective leaders within their teams and across the broader organization.
- Build effective, inclusive, and adaptive teams that can readily meet any challenge in a volatile environment.
- Relate more effectively to others in order to reduce conflict, foster teamwork, and create openness and trust.
- Adapt readily to changing conditions by understanding the forces and trends that provoke never-ending waves of organizational evolution.
- Deploy "soft-power" skillsets to overcome the invisible forces of politics and culture.
- Create new relationships so that communities form around challenges, goals, and mutual support.

Program Design

STLP provides learning opportunities encompassed in four tracks:

[The Workshop Track]

Multi-day workshops, spaced over nine months, focus on building competencies that Stanford agrees are needed to fulfill leadership roles. Several 1.5 hr zoom meetups will take place at strategic times to allow participants to deepen their learning, reflect upon and share success, and brainstorm new approaches to obstacles.

[The Applied Learning Track]

Participants apply what they learn to their current work and they engage in small experiments to test out new approaches. Further, participants meet in project teams to delve into a topic relevant to their organization's strategic objectives and to apply and share observations and feedback regarding group process, group dynamics, and team work.

[The Individual Development Track]

Each participant will create and pursue an individual development plan. The process includes 360° feedback, a self-assessment, and establishing and tracking personal goals on MOR's My Leadership portal. Individuals work with a MOR executive coach and receive a number of one-to-one coaching sessions. This component supports participants in doing the "work on self" that is a critical component of the program.

[The Leadership Community Track]

The program puts considerable emphasis on building a leadership community. Workshops are interactive; project teams are charged with work between sessions; and participants are assigned peer coaches. The bonds formed during the program become critical currency for getting things done across the organization. Participants learn from each other, rely on each other, and sustain their relationships well beyond the program.

STLP • A MOR Lead From Where You Are Program

Program Themes and Topics

Session 1 • Developing Mindset and Skillset to *Lead From Where You Are*

- Understanding the Concept of Lead from Where You Are
- Framing the Right Mindset
- Communication is a Core Competency
- Developing a Leadership Presence – Virtual and In Person
- Leadership Skills, Goals, and Practices for LFWYA

Session 2 • Working Collaboratively to Optimize Team Performance

- Building a Foundation of Inclusion and Safety
- Creating a Collaborative Culture
- Building Resilient Teams
- Understanding Group Processes and Group Dynamics
- Better Team Meetings: Group Processes that Work

Session 3 • Strategic Thinking and Embracing Change

- Developing Strategic Thinking
- What are the Forces and Trends Driving our Future?
- Understanding Politics and Culture
- Navigating Change
- Applying Soft Power and Influencing Strategies

Leading From Where You Are means you are taking initiative and exercising leadership and influence in order to meet organizational goals, regardless of your role or position in the workplace

Session 4 • Emotional Intelligence, Influence and Resilience

- Enhancing Emotional Intelligence
- Planning and Conducting a Challenging Conversations
- Presenting for Impact Using SUCCES
- Addressing Conflict is How You Get Things Done in the Absence of Authority
- Developing Resiliency and Confidence on An Ever-Changing Campus

Session 5 • Our Disruptive World: Respond and Adapt

- "Become" the 3 A's: Adaptive, Agile, and Aligned
- Use Strategic Tools to Understand the Future
- Mapping Your Network Diversity Lens
- Your Value Proposition
- Your Personal Plan Going Forward

"The concept of Lead from Where You Are has completely changed how I think about my work. It is amazing what opens up when you think beyond the confines of your own job description. I now focus on where my talents can offer the biggest contribution to the University."

Tron Compton-Engle
Case Western Reserve University

STLP 2024 Program Dates

Names Requested by December 19, 2023

Registration opens January 4, 2024

Individual Track - 360° Survey process begins January 4, debrief and coaching begin in February 2024.

Workshop I • Feb 21 - 22 • in-person

Workshop II • April 3 - 4 • virtual

Workshop III • May 29 - 30 • in-person

Workshop IV • July 10 - 11 • virtual

Workshop V • Sept 4 - 5 • in-person

There will be two applied meetups scheduled

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