

Developing Extraordinary Leaders

Right from the beginning of the CMAA Coaching program the goal has been to enhance the professionalism, competence and security of the CMAA members. Over the past 9 years we have had many opportunities to coach people that have lost a job. It is an honor to support people who are in a transition like this. We are happy to support people in this situation. We started to brainstorm ways we could support in a way that would help them to thrive in their jobs. Some of these methods of support were articles, one on one coaching sessions and seminars. Although these methods can make a difference, we wanted to create something that could have a powerful and lasting impact. We also thought about ways we could support these people in keeping the jobs they wanted longer.

We started to think about the reasons that managers lose their jobs and came up with a number of reasons. It seemed to us that many managers aren't successful in the leadership of others because they haven't learned the importance of leading themselves. Club Management is a career where it is so easy to fall into the trap of taking care of everyone and everything else. When that is the case taking care of you goes by the wayside. There are countless examples of people who have paid the price for following this path. We felt that a lot of club managers have lost their job because of an inability to communicate effectively in their important relationships. After many opportunities to work with unemployed managers it dawned on us that many managers lose their job because of the fact that the leaders in the organization who work under them may not have ever learned to be leaders.

Here are some of the symptoms that show up for managers and their organizations when the issues mentioned above are not addressed.

Lack of Self-Leadership

- Feeling disconnected
- Burnout
- Not feeling fulfilled or happy
- Focusing on all that is not well
- Less confidence
- Feeling a lack of appreciation or recognition
- Not feeling respected or listened to
- Not being a good example

Poor Communication

- Relationships become difficult
- A lot of time is spent reviewing the same information repeatedly
- Trust diminishes
- Not included in meetings or discussions
- Discussions seem to be more difficult

- Avoidance becomes easier
- Big or worthy achievements are not likely

Leaders not trained to be leaders

- May lack confidence and be reluctant to take charge
- May overcompensate and alienate people
- May resist accountability
- May focus on others as the problem
- May feel overworked because they can't inspire or delegate
- May not be interested or able in supporting the manager
- May be leaders in title only
- May not be getting results
- May be the issue a GM gets fired over

We decided to create a program that could have a significant impact on an organization and the lives of the people who participated. Here are the attributes we felt it needed to have.

- Be inspiring and powerful
- Results in action and behavior change
- For leaders at all levels
- Rich in resources
- Interactive
- Easy to access
- Put participants in success environments
- Accessible regardless of time zone or job function
- Focused on leadership
- Focused on Extraordinary
- Affordable and unbelievable value
- Accommodate different learning styles
- Create a faculty of masters

In May of 2007 Shelley MacDougall and I launched the Extraordinary Leader Program. It is a program that allows a number of leaders in an organization to participate without the expense of travel or accommodations. It is not a program that has someone inspired for a few hours and then has them going back to their usual environments and habits with no real change. It is a one year program that uses a website and tele-classes.

The study of leadership is broken into 12 modules over 12 months. Each month there is a minimum of 6 calls that leaders can attend or listen to on a podcast. Three of the calls provide the participants with information, ideas and assignments. The first of the three content calls is about self-leadership and it relates to the month's topic. The second call is about leading others as it relates to the topic and the third content call of the month is called the conversation with the masters. In this call we bring in experts from the world

and from the world of club management to discuss the topic of the month and leadership in general. At the point of writing this article we have had twenty-six master calls that are all available through the program's podcasts.

The other three calls of the month are what we call the coaching gym. These calls are interactive and participants are able to get support in their learning and also support the other people who come to the call. The program is a coaching based program. This means it is presented in a way that challenges people to take action and emphasizes accountability. The coaching gym also allows people to learn and practice coaching skills that can make them a more Extraordinary Leader.

This program has incredible resources for a club and is a place where you can get resources and support for some very specific challenges. We hope you will consider joining us personally and for the leaders you lead. You would be putting them into some great company.

Over the past few years we have learned a lot about being Extraordinary. It takes a decision and it takes effort. The people who are satisfied with Ordinary would not like the effort it takes. The people and clubs that are Extraordinary are attracted to the Extraordinary Leader. There are Extraordinary People at all levels of an organization and Extraordinary Leaders at the top believe they should be developed.

If you are interested in learning more about this program please go to www.thecoachingdept.com or e-mail Kevin@thecoachingdept.com or Shelley@thecoachingdept.com