



OVERVIEW

BIO: David Hulings, of Hulings and Associates, LLC, (H&A) has been speaking to educational groups for over 25 years. H&A is a Motivational Transition Coaching group, specializing in educational leaders. They have conducted hundreds of one on one executive leadership coaching sessions. H&A approach is to provide “tools” to leaders, so that, they can learn, master and incorporate these tools into their leadership tool box. Complete bios can be found at www.hulingsandassociates.com.

MISSION: H&A would be described as a “coaching” group. We are NOT consultants. We do not teach people to be leaders. The word “coach” comes from a town in the country of Hungary where they produced a “buggy.” The town in Hungary was “Kocs,” (pronounced, “Kouch.”) It was not unusual for a town to name something they invented after the town, itself. The object of the “buggy” was to take you from point “A” to point “B.” The mission and methodology of Hulings and Associates is to identify where someone is in regard to leadership (point A) and where they want to go in regard to leadership (point B). Hulings and Associates creates tools to help leaders get from point A to point B.

CHALLENGE: When developing a leadership institute that is designed with pre-determined, set topics, there is a large challenge. There is a need to provide specific tools to assist those attending, to reach “their” point-A-to-point-B journey, while at the same time, collectively enabling the cohort to learn from each other. The sharing with other cohort members their leadership challenges, hurdles and passions is fundamentally important to a leadership cohort. This challenge is the reason why Hulings and Associates uses the following methods to allow each person in the cohort to learn new material, interact with their unique cohort members and receiving personalized coaching at the same time.

APPROACH: Here are the avenues we would propose to accomplish the above mission and overcome the above challenge.

Approach #1 - Five group cohort sessions that focus on five key, intersecting, areas of leadership dynamics. (See details on page 2.)

Approach #2 - One on one coaching sessions for each individual cohort member. These are two-hour coaching sessions to apply all group work, done collectively, to their individual leadership journey. (See details on page 3.)

Approach #3 - During the cohort time period, cohort members are placed into designed small groups. Each small group is given an assignment based upon the collective group topic. Each group makes a presentation to the collective group, based upon this small group work prior to the following group session. (See details on page 4.)

APPROACH #1 - COHORT
COLLECTIVE GROUP MEETINGS

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Avenue #5
LEADERSHIP AND
INNOVATION

Objective:

Preparation for this session begins at the first group meeting. At the first session, members are instructed to come up with an **innovative** idea that they will present to the entire cohort, prior to the last group session. This ten-month exercise is to cause them to learn, first hand, the difficulty with the **innovative** thought process. During the last group session, members will learn how their style intersects with **innovation**; the root of change. They will leave the session with a deeper understanding of how **innovation** works and how to introduce **innovative** ideas into a culture to create change.

Avenue #1
LEADERSHIP AND STYLE

Objective:

Each member will identify their unique leadership **style**. Leaders must know both their leadership **style** and know how to change that **style** when needed. Members will learn twelve distinct leadership **styles** and their preferences for each of the twelve.

Avenue #2
LEADERSHIP AND
CHANGE

Objective:

Each member will leave with an understanding of how their leadership style approaches **change** and the interaction of that style to the entire theory of **change** management. They will learn techniques on how to use their style to leverage the **change** process, as well as incorporate members of their team into the proposed **change**.



Five
Intersecting
Topics for
Leadership
Exploration and
Growth!

Avenue #4
LEADERSHIP AND CULTURE

Objective:

When leaders lead and introduce change into a **culture**, that **culture** will change. Each member of the cohort will leave this session with an understanding of various **cultures** and how their leadership style interacts with **culture**. Each member will learn to identify various **cultures** and how to measure how their leadership style interacts with a **culture** that has recently been impacted by change.

Avenue #3
LEADERSHIP AND CONFLICT

Objective:

When a leader introduces change into a culture, that change will naturally create **conflict**. Knowing how their leadership style interacts with **conflict** is essential for all leaders. Each member will leave with a deeper understanding of six catalysts for **conflict** and how their leadership style interacts with that **conflict**. They will learn techniques of how to make sure **conflict** can be harnessed to perpetuate change and how to restore trust after a **conflict** situation.

APPROACH #2 - ONE ON ONE EXECUTIVE COACHING SESSIONS



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COACHING SESSIONS: The one on one executive coaching sessions are conducted:

1. Confidentially - all conversations are only between the coach and the individual member.
2. Conducted via video conference - all sessions will be conducted via a Zoom video conference.
3. Two hour sessions - each individual session is scheduled for two hours (10 hours total, per).
4. Individualize - based upon the objectives established during the first session, subsequent sessions will focus on merging the group session material to the individual members journey.
5. After each group session, members are given exercises to be completed prior to and discussed during their one on one coaching session.



POINT A

POINT B

FIVE INDIVIDUALIZE COACHING SESSIONS

SESSION	Initial Interview (Establishing Point A and Point B)	2nd Session (Leadership and Style)	3rd Session (Leadership and change)	4th Session (Leadership and conflict)	5th session (Leadership and culture/innovation)
WHEN	Prior to beginning of cohort	Between first and second group cohort meeting.	Between second and third group cohort meeting	Between third and fourth group cohort meeting.	Between fourth and fifth group cohort meeting.
FOCUS	<p>There are two key elements of executive coaching: The client has to completely trust the coach and the coach must deeply know the client. This first session is to begin the process of each of those elements.</p> <p>From this session, we will, together, identify key objectives tailored to their needs and their individualized Point A to Point B leadership journey. This session is to identify the Point A and the Point B of that leadership journey.</p>	<p>The first group session is about leadership style. Prior to that group session each participant will be given two assessments to complete. Each assessment will provide them insights into their specific leadership style. This coaching session is designed to identify the strengths and shadows of their leaderships style.</p>	<p>The second group session is on the topic of leadership and change. During this one on one session participants are challenged by their assigned exercises in regard to their leadership and change management. This coaching is designed to marry their change capacity with the objectives from the first 1:1 session.</p>	<p>The third group session is on conflict. During this one on one session the coaching is about how they individualize conflict management and what fears, strengths and shadows they may have when interacting with conflict. This is guided, once again, by the objectives from the first 1:1 session.</p>	<p>This, last, one on one coaching session focuses on the last group session (leadership and culture), as well as the upcoming, last group session, (leadership and innovation). We focus on how their leadership style intersects with a variety of identifiable cultures and how they are progressing on their innovative idea.</p>

APPROACH #3 - SMALL GROUPS WITHIN THE COHORT

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SMALL GROUP SESSIONS:

- 1. Participants are divided into groups based upon a variety of factors to give each group a balanced set of cohort members: Geographically; Personality; and Occupationally.
2. Each small group changes between each session so that the participants engage with most members of the cohort during the leadership institute.
3. Each small group is assigned an exercise to complete prior to the next leadership group meeting. Each small group will present their exercise to the group on the evening, after dinner, prior to their next group meeting.
4. Each time the small group is given different presentation limitations and instructions.

01 SMALL GROUP - #1 ASSIGNMENT

Possible Assignment: Each group needs to study a leadership book on leadership style; or, conduct a study on a specific leader. The objective is to teach the other members of the cohort more about leadership styles.



02

SMALL GROUP - #2 ASSIGNMENT

Possible Assignment: Each group will select a change event to study from either another industry or in their own organization. The small group is to present the change story and teach the cohort more about change and change theory.



INNOVATIVE IDEA - #4 ASSIGNMENT



Assignment: This assignment is actually assigned at the first meeting group session. Each member must come up with an innovative idea and present it prior to the last group session. They get three minutes to present and can use no props.

04

Ancillary Aspects of Small Group:

- 1. Presentation skills - during each presentation, members are evaluated in regard to presentation skills and given group and one on one coaching feedback.
2. The assignments are naturally left somewhat ambiguous for the purpose of observing how members interact and how they assert their leadership capacity.



SMALL GROUP - #3 ASSIGNMENT

Possible Assignment: This small group is made up of a smaller number of members of the cohort (3 at a max). The assignment is to identify a conflict story we can all learn from; or, study and present a conflict resolution model.

03