



Emerging Leaders Program

Created to help existing and new managers build a foundation for leadership success.

A top-down view of a desk with a white keyboard, a black pen, a pair of glasses, and a smartphone. The keyboard is on the right side, and the other items are on the left. The text is positioned on the left side of the page.

Welcome to leadership.

We leverage the knowledge of today's best business minds to help existing and new managers, or mid-level leaders, develop critical skills and build a foundation for leadership success.



Excellent Managers are Critical to Business Success

Managers, or mid-level leaders, play a pivotal role in organizational success as they have the responsibility to create the conditions that motivate and lead teams to achieve results.

Research shows that manager behavior influences levels of employee satisfaction, engagement, productivity, and retention. Direct results of poor manager behavior may include increased turnover, higher costs, and failure to reach goals. Unskilled managers also harm the company's reputation.

Facts About Manager Behavior



Perceptions of one's manager is one of the four areas that drive engagement and retention at work.

51%



More than half of employees that rate their manager as excellent cite professionalism as the reason.



Employees cited leadership skills, or lack of leadership skills, when rating manager competency as excellent or poor.



Manager behavior is one of the top reasons for voluntary employee turnover.

35.1%

29%

More than one-third of employees cited unprofessional conduct as the top reason for leaving due to manager behavior.

Nearly one-third of employees rate their organization as poor due to manager behavior.

↑ 600%

Employees who report they were aware of unethical, illegal or fraudulent behavior continues to rise.

Emerging Leaders Program Overview

The Emerging Leaders curriculum prepares new and existing managers, or mid-level leaders, to grow in their positions and careers. The program helps participants build a foundation for leadership success through the development of behavior awareness and essential leadership skills.

Costing \$6000, participants complete eight full-day classes over the course of the program. Accomplished instructors teach each class.

Participants are held accountable to the class through the delivery of personal progress reports and assigned peer coaches.

Overview:

- Builds a foundation for leadership
- Develops self-awareness and behavior awareness
- Trains participants in essential leadership skills
- Includes 8 full-days of class over 8 months
- Fosters a collaborative environment, with on-going peer relationships and sharing throughout the progression of the program

Establishes Accountability in 2 Ways:

1. Every participant has a peer coach that he/she has scheduled conversations with regarding things they have committed.
2. Each participant gives a progress report at follow-up sessions to share how he/she has become a better leader.



Elements of the Curriculum, Career Development, & Accountability Program

Completing the Emerging Leaders program is a foundational development for a manager's career. Managers develop the confidence necessary for leadership success.



Behavior Management & Team Building

Gain a better understanding of themselves through a behavior assessment. Participants identify the major elements of personality style necessary to enhance interpersonal relationships.



Communicating to Multi-Generational Audiences

Understand how best to communicate with multiple generations in the workforce today.



Presentation Skills

Know the components of a successful presentation, the importance of stories in presentations, and practice designing and delivering a brief presentation.



Change Management

Learn change management at three levels: personal, group, and leadership. Discover the six stages of the Change Cycle and the most effective leadership practices at each stage.



Business Writing

Often the first impression a client or customer has of a company is through an email, and there are many unprofessional emails sent every day. This session focuses on grammar, editing for better meaning, formatting, and use of correct words.



Finance for Non-Financial Managers

This course provides a broad look into how companies operate financially. Students will learn how to read and understand three fundamental financial statements and walk through financials of two public companies to learn how financial information tells a story.



Dealing with Difficult Situations

Know the importance of dealing quickly with difficult situations. Discover a model for dealing with difficult people that minimizes emotion. Learn & practice three mindshifts critical to success in difficult conversations.



Negotiations & Influence

Mutual gain/interest negotiation is one of the most critical skills leaders need - the ability to optimize what each party can realize from the negotiations effort. Learn how to use influence to benefit the organization.



Coaching & Performance Management

Know how to make performance management an ongoing activity, not something that happens once or twice a year. Understand how to develop & motivate star performers to progress in their careers. Learn a method for performance improvement that everyone will enjoy.



Leadership Style

Develop a mindset of a leader and discover individual strengths for optimal effectiveness as a leader.

A Strong Education Begins with Influential & Experienced Instructors

Our students are inspired by experts at the forefront of business and leadership in their respective fields. Faculty present a wide variety of topics and have helped leaders around the globe.

Joe Scarlett

Scarlett is the retired Chairman of Tractor Supply Company and Founder of the Scarlett Leadership Institute in Nashville. He served in leadership roles at Tractor Supply Company from 1979 until his retirement at the end of 2007. He led the company's return to profitability through improved customer service and focused product selection as part of a classic leveraged buyout. He led the successful 1994 effort to take the company public and during his ten plus years as CEO, company revenues quadrupled and the price of its stock increased ten-fold. Scarlett served 20 years on the board of the nation's largest retail trade organization, including four years as its chairman.

Lynne Maynor

Currently the Director of Leadership & Training for Gaylord Opryland where she leads a team that inspires, encourages, and trains the STARS best practices team, a leading orientation for over 3,500 employees. Maynor has been described as the "architect" of the Gaylord culture because she has led teams instrumental in developing company values and service basics at Gaylord Opryland, Gaylord Palms, Gaylord Texan and Gaylord National. She joined Gaylord Entertainment Company in January 1986 as part of their quality assurance department, since then she's served in organization development, leadership development, and as the interim director of Gaylord University.

Dr. Robin Underwood

As an International Speaker, Author and Life/Executive Coach of over 22 years, Dr. Robin Underwood has taught over 3500 workshops in the fields of education, health care, sales, marketing, event planning, media, hospitality, local and federal government, and many other professions. Her non-stop energy, enthusiasm, anecdotal stories, and small group exercises involve the audiences for a relatable, learning, and enjoyable experience.

Prior to her speaking career, Robin spent quite a bit of time in the medical world. Her position as a pharmaceutical territory rep with Wyeth Pharma augmented her knowledge of sales, marketing and customer service experiences at a Fortune 500 level.

Mimi Bliss

The founder of Bliss Communications, Mimi prepares clients to speak with confidence and credibility, especially when the stakes are high: a media interview, corporate crisis, business presentation or speech.

She is a frequent speaker at industry conferences and provides media and presentation training for nationwide organizations, including Fortune 500 companies.

Mimi has more than two decades of journalism and public relations experience, including time as on-camera reporter for ABC and NBC television affiliates and as a freelance field producer for the Today Show and NBC Nightly News.

Mary D. Fink

Currently the VP of Solutions for Work Institute, her expertise includes team building, communication, change management, conflict management, continuous process improvement and leadership.

Fink is a certified trainer of the Implications Wheel and The Strategy Matrix, strategic exploration tools developed by process futurist, Joel Barker. Mary is the former VP for Operations at Williamson Medical Center, in Franklin, TN.

Dr. Andrew Johnston

A trained counselor, seasoned leader, experienced teacher, and NCAA coach, Dr. Johnston equips and encourages leaders and helps organizations improve the processes and relationships that shape their success.

He holds degrees in Interpersonal Communication & Literature from Wheaton College, Counseling Psychology from Auburn University, and Higher Education Leadership & Policy from the University of Tennessee. In addition, Andrew has doctoral training in Leadership & Organizational Change from Harvard.

Dr. Marilyn Young

A Certified Public Accountant (CPA), Dr. Young is an experienced Tax Accountant and has worked for Deloitte & Touche, and Fraiser, Dean and Howard, and as a Tax Specialist in Corporate Finance at Empire Berol Corporation. She has been published in professional journals including the *International Journal of Hospitality and Tourism Administration*, *Tennessee CPA*, *Economics and Politics*, and *Journal of S Corporation Taxation*, and she has reviewed text books for McGraw-Hill/Irwin.

Michael Gardner

Prior to starting Gardner Consulting, Michael spends most of his career negotiating provider contracts supporting network development, and negotiating payer/insurance contracts for physician groups and hospital systems. Most recently he spends his time helping large health systems across the nation negotiate Value Based Contracts that support transforming the nation's health care system.

Over the course of his 25+ years in healthcare, Michael has seen first-hand the power that strong, positive negotiation and mediation can bring to both small and high-profile, critical situations.

With executive experience in contract negotiation, sales, market development, business and internal operations, Michael has helped organizations thrive by continually growing his skills and natural talent in fostering clear, open communications during complex situations and keeping people connected when it matters. Michael is a Rule 31 Listed General Civil Mediator for the State of Tennessee and an approved General Civil Mediator for the state of Kentucky.

Dr. Thomas F. Mahan

Dr. Mahan is a business counselor, licensed mental health service provider, and qualified clinical supervisor with over 40 years of corporate consulting experience. Today, he specializes in working with troubled and troubling employees where behavior results in job-related challenges such as stress/fatigue/burnout, anxiety/depression, compromised relationships, motivation difficulties, rule/policy violations, aggression, and bullying – each which limit growth opportunity for the organization, manager, and team members, complicates the establishment of a compassionate and desired workplace culture, and too often results in employee and customer turnover.

Alumni & Testimonials

Keith Middleton | Tri Star Energy

“I must say, I’ve taken many self-development type courses over the years but none have been more impacting and memorable than the courses at Work Institute. The course leaders were not only knowledgeable, but inspiring.

I learned more about myself than I ever expected to find out. At first I wasn’t sure if that was a good thing, but I have sense realized that I’m more in touch with my better self and able to more fully relate with those I supervise. I would highly recommend these courses for anyone inspiring to become a stronger leader.”

Will Kiilerich-Bowles | Prevential Security

“I’m honored to have met such a great group of people. I feel like I’ve made some fantastic business contacts as well as a great group of friends.

Each class taught me things which helped me in my business life as well as in my personal life. I was never afraid to open up to my classmates and really provide some deep topics to dive into for discussion. I always felt safe in the classroom, which gave me the confidence that my personal life / work life details were not going to be shared outside of the classroom.”

Kim Rosen | ADS Security

“My experience with Work Institute and Scarlett Leadership Institute was priceless, as it educated me with the skills and knowledge to move forward both professionally and personally. The instructors are phenomenal and I cannot thank them enough for sharing their knowledge!”

Ragen Spiva

Capstar Bank

“I am so thankful I was given the opportunity to participate in the Emerging Leaders program. I gained a wealth of knowledge that assists me every day in my role as a manager and made several great friends along the way!”



Call Now
(615) 777-6400

Work Institute



Now is the time to take action and develop your mid-level leaders. Our team is prepared to help them build a foundation for leadership success.

workinstitute.com