

**The Rollins Leadership Academy**  
**Matt Hawks, HR Director**  
**Rollins College**

## **ABSTRACT**

*The Rollins Leadership Academy was established in 2003 as a progressive, in-house leadership development program intended to develop and strengthen the capacity of employees at every level of the organization to support the Rollins mission through effective and responsible leadership. The program, designed and administered by Human Resources, is open to both current and aspiring supervisors and administrators, as well as those wishing to become more effective leaders in their staff level roles.*

*Since its inception in 2003, nearly 100 employees from diverse organizational units and job groups have completed the Leadership Academy's capstone program: **Leadership Foundations**. The **Advanced Leadership Program (ALP)** was established in late 2005 and served its inaugural class of 15 Leadership Foundations' graduates in the spring of 2006.*

*The Leadership Academy parallels many executive education leadership development programs in quality but is delivered at a much lower cost per employee. Feedback surveys of Academy graduates indicate that the program is accomplishing its objectives.*

*The Leadership Academy is an example of how HR at Rollins is moving beyond a transactional and functional focus to a more strategic institutional focus advancing the bottom line performance of the organization.*

*In March 2006, the Rollins Leadership Academy was awarded the **Successful Practices in Human Resources Award** by the CUPA-HR Southern Region (sole recipient in this category). The Leadership Academy has also been selected as the sole national recipient of the **2006 CUPA-HR Successful Practices Award** which will be presented at the CUPA-HR National Conference and Expo in San Diego, California in September 2006.*

*The attached provides an overview of the Leadership Academy including its objectives, philosophy, structure and content.*

## **INTRODUCTION OF THE ORGANIZATION**

Founded in 1885, Rollins is a comprehensive liberal arts college located in Winter Park, Florida. Rollins is nationally recognized for its distinctive undergraduate Arts & Sciences program. The Crummer Graduate School of Business offers a nationally ranked MBA program. The Hamilton Holt School serves the community through exceptional undergraduate and graduate evening degree and outreach programs. Rollins employs 645 regular faculty and staff and enrolls over 3600 students in diverse degree programs. Rollins College is accredited by the Commission on Colleges of the Southern Association of Colleges and Schools and by AACSB International - The Association to Advance Collegiate Schools of Business.

## **STATEMENT OF THE PROBLEM**

The nature of leadership is changing and so too are the leadership challenges facing organizations. Operational demands and environmental forces are growing increasingly complex and difficult to address efficiently through individual action. Over time, these challenges, along with changing workforce dynamics and employee expectations, have given rise to a new leadership skill set - one characterized by inclusive, collective and relational influence and problem solving across organizational boundaries.<sup>1</sup> Within this transforming leadership climate, there is ample evidence to suggest that today's leaders are not perceived to be meeting their leadership challenges effectively. According to a 2005 CCL study, less than fifty percent of respondents believe that the expected outcomes of leadership are effectively being met.<sup>2</sup> According to data collected on behalf of The Conference Board by TNS, a leading market information company, less than 1/3 of supervisors and managers are perceived by their employees to be strong leaders.<sup>3</sup> Further, according to a number of studies conducted in 2005,

only between 50-80% of employee report being satisfied with their jobs.<sup>4</sup> While there are undoubtedly many factors affecting employee job satisfaction, studies do indicate that supervisor relations (leader – follower relationships) constitute a significant factor affecting job satisfaction.

In recognition of this transforming leadership climate and the important linkage between leadership effectiveness and organizational success, Rollins has spent the last three years redefining and repositioning its workforce leadership development efforts to better support the College's success in the changing environment. The Rollins Leadership Academy, which represents the outgrowth of these efforts, has evolved into a very successful business practice.

## **DESCRIPTION OF BEST PRACTICE/INITIATIVE**

### **Overview & Mission**

The Rollins Leadership Academy is a progressive, in-house leadership development and community building program intended to develop and strengthen the capacity of Rollins employees to collectively support the Rollins mission through effective and responsible leadership. The program is founded on two principle beliefs. First, that leadership is dynamic relational behavior not confined by position or authority. As such, employees at every level and title should develop their capacity to lead effectively. Second, that leadership development is an ongoing and never ending process of self-examination, reflection, feedback, learning and coaching. Building upon this philosophy, the program is designed to empower employees and provide them with the knowledge and relational competencies to be effective leaders and take meaningful action in support of the mission each and every day.

The Leadership Academy is comprised of two distinct but integrated programs - *Leadership Foundations* and its advanced counterpart, the *Advanced Leadership Program (ALP)*. Both programs blend in-depth, interactive workshop instruction, teambuilding, self and peer assessment using multiple personality and behavioral style indicators (MBTI®, DiSC®, FIRO-B®, Leadership Practices Inventory®, Thomas-Kilmann Conflict Mode Instrument®, 16PF Leadership Coaching Report®, Conflict Dynamics Profile®, and the BarOn Emotional Quotient Inventory), and individualized leadership coaching to enhance learning and relational skill building. Included among the Programs' many facilitators and coaches are College faculty, senior administrators (including both the current and former presidents), licensed counselors, and leadership development consultants.

*Leadership Foundations* is a semester long program focusing on leadership styles, supervision, conflict management, workplace inclusivity, feedback skills, and customer service. The *ALP*, as its name implies, is a more advanced program integrating in-depth self assessment, leadership coaching, and contemporary leadership workshops in such areas as innovation, emotional intelligence, ethics, legitimacy, social capital, and college strategy. The two programs provide employees with 1) a foundational and advanced understanding of leadership and its many dimensions; 2) an awareness of their own relational styles, the styles of others, and the implications for successful interaction and teamwork; 3) an awareness of their leadership strengths and developmental opportunities; 4) action plans based on individual needs; and 5) the opportunity to develop supportive and cooperative relationships across campus which facilitate effective leadership and problem solving.

## **Leadership Foundations**

Leadership Foundations, the hallmark program of the Leadership Academy, is a leadership development program focusing on leadership style, supervision, conflict management, workplace inclusivity, feedback skills, and customer service. The program is open to both current and aspiring administrators and supervisors, as well as those wishing to become more effective leaders in their staff level roles. Its goals are to improve the effectiveness of College employees by:

- Enhancing their knowledge, skills and competencies in leadership and supervisory methods, principles, and practices.
- Enhancing their awareness of behavioral styles and the ability to adapt different styles of behavior as needed to enhance one's effectiveness as a leader.
- Raising their awareness of conflict styles and effective approaches to conflict resolution.
- Building a fundamental understanding of modern employment and labor laws and regulations which impact the workplace.
- Developing their ability to effectively manage an increasingly diverse work force and help foster an inclusive workplace environment characterized by fairness, understanding, and mutual respect/civility.
- Increasing their knowledge of effective customer service strategies and methods.

### **Program Content (workshop descriptions are provided in a later section)**

Module 1: Team Building

Module 2: The Leader's Edge

- Module 3: The Situational Leader
- Module 4: Leadership and Management Style
- Module 5: Managing Collaborative Conflict Resolution
- Module 6: Inclusive Environment: Beyond Diversity
- Module 7: Legal Issues and Concepts
- Module 8: Managing Conduct and Performance Problems
- Module 9: Employee Recruitment and Selection
- Module 10: Managing Customer Service
- Module 11: The Art of Feedback
- Module 12: Leadership Academy Debrief\_

### **Program Structure**

This program is offered each semester to a class of 20 participants representing a diverse cross-section of College departments. The program is delivered as a complete series of 3-4 hour workshops over a period of 12 weeks. Those selected as participants are expected to be available to attend all sessions.

### **Advanced Leadership Program (ALP)**

The Rollins *Advanced Leadership Program (ALP)*, an extension of *Leadership Foundations*, is intended to advance leadership learning, problem solving and community building across the Rollins enterprise by strengthening the capacity of each employee to support the College mission through effective and responsible leadership. The program builds upon the fundamental elements of the Leadership Foundations program and provides participants with the opportunity

to explore emerging leadership topics and reexamine their own leadership proficiency and ongoing developmental needs within a community of fellow academy graduates and expert feedback coaches.

The ALP is premised on the philosophy that leadership development is an ongoing and never ending process of self examination, reflection, feedback, learning and coaching.

The ALP will provide participants the opportunity to:

- Develop a deeper understanding of contemporary leadership issues within the transforming leadership climate
- Reassess leadership within a peer group of Academy graduates and instructors
- Enhance awareness of their evolving leadership style
- Reinforce strengths and identify developmental opportunities
- Stimulate continued learning and self actualization
- Expand relationships that enhance leadership effectiveness
- Exhibit leadership in addressing mission specific College needs

This is achieved through an integrated program of:

- Individual leadership coaching and peer group coaching roundtables
- Administration and interpretation of leadership and conflict style assessment instruments (16PF Leadership Coaching Report®, Conflict Dynamics Profile®, BarOn Emotional Quotient Inventory®)
- Participation in a series of expert-lead programs on emerging and contemporary leadership topics

- Participation in the Team Leadership Challenge

The Advanced Leadership Program is open to all Leadership Academy *Foundations* program graduates and is offered during the spring semester. The anticipated class size is 15.

## **ALP Program Components**

The Advanced Leadership Program is a multi-dimensional leadership development program comprised of four integrated components:

### **I. Administration and interpretation of in-depth behavioral style and leadership assessment instruments**

As graduates of the Leadership Foundations program, all ALP participants will have completed a series of psychological assessment instruments (MBTI®, FIRO-B®, Leadership Practices Inventory®, Thomas-Kilmann Conflict Mode Instrument®) and possess an orientation to their behavioral style preferences and implications for leadership success. Building upon this foundation, ALP participants will take two new assessments – 16PF Leadership Coaching Report® (LCR) and the Conflict Dynamics Profile® (CDP), both of which provide in-depth, individualized coaching summaries for leadership development.

The 16PF LCR is a self assessment tool which measures personality/behavioral style characteristics and attributes in comparison to successful leaders across a spectrum of dimensions including problem-solving, influence, emotional resilience, extraversion, practicality and self-control.

The CDP is a 360 degree assessment tool which assesses individual conflict behaviors in the workplace during different phases of the conflict sequence. By helping to identify individual behaviors during the conflict sequence, both constructive and destructive, and the hot buttons which can provoke and escalate destructive responses, the CDP provides helpful information and developmental tools for individuals wishing to improve their conflict management skills.

## **II. Individual and Peer Group Leadership Coaching**

Participants will receive highly individualized leadership coaching to help in further understanding and appreciating their behavioral style preferences, leadership strengths, developmental opportunities, and the impact of their behavior on others; and in developing action plans based on their unique needs. This is achieved through ongoing, individualized consultation with an ALP coach (using results of multiple behavioral style and leadership assessment instruments) and participation in the ALP peer group coaching roundtable – *leaders coaching leaders*.

## **III. Participation in a series of workshops on emerging and contemporary leadership topics**

(workshop descriptions are provided in a later section)

**Module 1: Dimensions of Leadership**

**Module 2: Thinking Without the Box: Leading Through Creativity & Innovation**

**Module 3: Listening Leaders: The 10 Golden Rules to Listen, Lead & Succeed**

**Module 4: Leadership Legitimacy and Survival**

**Module 5: Leading with Emotional Intelligence**

**Module 6: Integrating Leadership and Ethics**

## Module 7: Leadership Strategy Roundtable with President Lewis Duncan

### IV. The Team Leadership Challenge

The Team Leadership Challenge will provide ALP participants a completely unprescribed opportunity to *take meaningful action* using the ideals and principles of the Leadership Academy. Working in teams, ALP participants will be charged with exhibiting leadership in advancement of the College mission.

### **PROGRAM COSTS**

Total program cost for FY 2005/06 totaled \$27,697, or \$791.34 per participant (35 participants).

<b>Cost Item</b>	<b>Fall 2005</b>	<b>Spring 2006</b>	<b>Total</b>
	Foundations	ALP	
Instruction	\$8,700	\$9,250	\$17,950
Books/Assessment Tools	\$1,321	\$5,437	\$6,758
Catering	\$1,789	\$1,200	\$2,989
Total	\$11,810	\$15,887	\$27,697

### **OUTCOMES**

Internally, the Rollins Leadership Academy is regarded highly by employees and administrators alike. Since its inception, the program has served over 100 participants representing diverse organizational levels, job families and functions. Specific efforts are made each semester to build a diverse class of participants from different job groups and levels in order to enhance inclusivity and perspective sharing.

<b>Leadership Academy Graduates by Job Group</b>		
	Foundations	ALP
Dean/Major Dept Head	7	2

Director/Associate Dir/Dean	19	3
Manager	25	5
Staff Professional	23	3
Clerical	16	1
Service/Maintenance/Trades	5	0
Totals	95	14

A 2006 survey of nearly 100 Academy graduates indicate that the program is accomplishing its objectives.

**SURVEY QUESTION: As a result of my participation in the Leadership Academy:**

<b>1. My perspectives on leadership have been enhanced</b>	<b>Response Ratio</b>
Strongly Agree	37%
Agree	63%
Cannot judge	0%
Disagree	0%
Strongly Disagree	0%
<b>2. I believe my capacity to be an effective leader has improved</b>	<b>Response Ratio</b>
Strongly Agree	25%
Agree	75%
Cannot judge	0%
Disagree	0%
Strongly Disagree	0%
<b>3. I have more confidence in my ability to shape and influence the environment within which I work</b>	<b>Response Ratio</b>
Strongly Agree	24%
Agree	58%
Cannot judge	16%
Disagree	0%
Strongly Disagree	2%

<b>4. I have an enhanced awareness of my own behavioral style, the styles of others, and the ability to adapt different styles as needed to enhance my effectiveness as a leader.</b>	<b>Response Ratio</b>
Strongly Agree	45%
Agree	53%
Cannot judge	2%
Disagree	0%
Strongly Disagree	0%
<b>5. I feel better prepared to help advance the College mission in meaningful ways</b>	<b>Response Ratio</b>
Strongly Agree	22%
Agree	64%
Cannot judge	10%
Disagree	4%
Strongly Disagree	0%
<b>6. I feel more connected with other members of the campus community</b>	<b>Response Ratio</b>
Strongly Agree	61%
Agree	37%
Cannot judge	0%
Disagree	2%
Strongly Disagree	0%
<b>7. Overall, the Leadership Academy was helpful to me and I would recommend it to others</b>	<b>Response Ratio</b>
Strongly Agree	76%
Agree	24%
Cannot judge	0%
Disagree	0%
Strongly Disagree	0%

Externally, the Leadership Academy has received recognition by the College & University Professional Association for Human Resources (CUPA-HR) at both the regional and national levels. In March 2006, the Rollins Leadership Academy was awarded the **Successful Practices in Human Resources Award** by the CUPA-HR Southern Region (sole recipient in this

category). The Leadership Academy has also been selected as the sole national recipient of the **2006 CUPA-HR Successful Practices Award** which will be presented at the CUPA-HR National Conference and Expo in San Diego, California in September 2006.

### **Addendum – Workshop Descriptions**

#### **LEADERSHIP FOUNDATIONS**

##### **Module 1: Team Building**

Facilitator: Brian Jackson, The Orion Trust

One of the important goals of the Leadership Academy is to build a strong sense of community and teamwork among participant leaders who represent a diverse cross-section of campus departments and functions. Through a variety of team building exercises, this opening session will help to establish a spirit of community among participants and lay the ground work for productive team interactions in future sessions.

##### **Module 2: The Leader's Edge**

Facilitator: Dr. Rick Bommelje, Ph.D., Associate Professor of Communication & President, International Listening Leadership Institute

Why are many organizations over-managed and under-led? Why can't some managers and supervisors influence their employees to peak performing levels? One reason is that they have

not capitalized on their own leadership potential. This program will acquaint participants with 5 leadership behaviors that make a powerful difference. Participants will also learn the single most important trait of a superior leader. Additionally, participants will learn to lead by example, rather than managing by memo. Specific techniques will be emphasized on how to boost your leadership abilities.

### **Module 3: The Situational Leader**

Facilitator: Dr. Rick Bommelje, Ph.D., Associate Professor of Communication & President,  
International Listening Leadership Institute

This program is intended to help participants become more flexible and effective leaders by learning the basics of an "organized common sense" system for getting results with and through other people. Participants will become familiar with 4 powerful leadership styles, and discover the techniques of how and when to use each style.

### **Module 4: Leadership and Management Style**

Facilitator: Mark Freeman, Ph.D., Director, Personal Counseling Center & Senior HR  
Consultant

Leadership development courses and seminars traditionally address the "person as leader" with a variety of personality assessments. Understanding how personalities interact within the workplace is an essential skill for all leaders to develop. In this program supervisors will learn about their own personality style as leaders including inherent strengths and challenges. Participants will acquire the ability to understand the impact of their own personality traits within the workplace as well as understanding the personalities of their co-workers and employees.

## **Module 5: Managing Collaborative Conflict Resolution**

Facilitators: Mark Freeman, Ph.D., Director, Personal Counseling Center and Senior HR

Consultant & Matt Hawks, Director of Human Resources

Conflict is an inevitable fact of working life. Disagreements can arise from many sources, including reactions to organizational decisions and changes, disputes with customers, misunderstandings between managers, employees, or coworkers. If not managed properly, conflict can escalate to the point where it can disrupt work and working relationships. At their worst disputes can lead to grievances, turnover, and in some cases, litigation. At their best conflicts can be a source of professional and personal growth for those involved. This program is intended to provide participants with the knowledge, skills, and resources to effectively address and resolve conflicts that arise within the workplace.

## **Module 6: Inclusive Environment: Beyond Diversity**

Facilitator: Glenn Brome, The Brome Company

For success in today's multicultural workplace, leaders must create and sustain inclusive work environments that are sensitive to the needs of all workers, and must take full advantage of the productivity potential inherent in a diverse workforce. This program is intended to expand the leader's knowledge of how to have everyone in the area feel like a valued member of the work group. Participants will: Recognize the importance of understanding diversity representation as part of the business strategy; explore the intent vs. impact of our interactions; practice techniques that raise our personal consciousness.

## **Module 7: Legal Issues and Concepts**

Facilitator: Cynthia Brennan Ryan, Attorney/Partner, Holland & Knight

Employees are confronted daily by complex and ever changing issues arising in the workplace. A strong understanding of employment legal principles and concepts, as well as College human resources policies, is important for leaders to be able to recognize, and effectively deal with a myriad of employee relations issues that can arise. This program is designed to familiarize participants with basic employment laws governing the workplace to enable them to avoid making mistakes which can damage the College's reputation and lead to costly and time consuming litigation. **Areas covered will include:** Principles of equal employment opportunity and non-discrimination; Title VII discrimination prohibitions; Sexual Harassment; Americans with Disabilities Act; Worker's Compensation; Family Medical Leave; Fair Labor Standards/Wage & Hour Laws; Rollins EEO and Sexual Harassment policies and commitment to a discrimination and harassment free work environment

## **Module 8: Managing Conduct and Performance Problems**

Facilitator: Matt Hawks, Director of Human Resources

Despite the best efforts and intentions of supervisors, situations involving poor work performance and inappropriate employee behavior will arise from time to time requiring intervention. When these situations occur, it is important that supervisors respond proactively in a manner that both ensures a timely and effective resolution and helps employees achieve the success we expect. This program will help supervisors develop the knowledge and competencies to successfully confront and address performance problems. Participants will learn: how to identify performance problems; how to frame and communicate the problem in clear terms;

progressive discipline: strategies and methods to redirect unproductive performance and behaviors; how to avoid common mistakes when addressing a problem; Rollins standards and expectations for supervisors in dealing with problem performance.

### **Module 9: Employee Recruitment and Selection**

Facilitators: Matt Hawks, Director of Human Resources & Dave Zajchowski, Human Resources Consultant

Finding and hiring the right employees is one of the biggest challenges facing employers today. All supervisors should be skilled in planning searches and conducting effective recruitment and hiring processes. This program is intended to provide supervisors the knowledge, skills and resources they need to develop best practices in recruiting, interviewing, screening, and selecting the right employees.

### **Module 10: Managing Customer Service**

Facilitator: Teri Yanovitch, Founder, T.A. Yanovitch, Inc.

Excellence in service delivery is an important element of the College's mission which overlaps all departments on campus. All employees are in a position to shape the service culture of their department and set an example for others to follow. This program is intended to assist participants in building a service oriented work culture and coaching others to deliver excellent service to customers. Participants will learn: The determinants of service quality; how to determine your customers needs; how to develop a customer focused culture and vision of service excellence to support your department's mission; how to set high standards for customer service excellence and hold employees accountable for results; how to create a plan for

continuous service improvement; how to create a customer feedback system; how to coach staff in customer service techniques and strategies; how to measure the success of service delivery.

### **Module 11: The Art of Feedback**

Facilitators: Brian Jackson, The Orion Trust & Mark Freeman, Ph.D., Director of Personal Counseling and Sr. HR Consultant

One of the essential proficiencies an effective leader must possess is the art of giving and receiving feedback. When used effectively, feedback can be a powerful tool in facilitating the learning process and in helping employees achieve at their highest potential, both individually and as a group. Leaders can improve their effectiveness by learning how to receive useful feedback to enhance their own performance. This program is intended to assist participants develop the competencies needed to give and receive feedback effectively.

## **ADVANCED LEADERSHIP PROGRAM**

### **Module 1: Dimensions of Leadership**

Facilitator: Brian Jackson, The Orion Trust

In this interactive and provocative session, participants will draw upon both the foundations of the Leadership Academy and their post-Academy experiences to explore and debate multiple - and often conflicting - perspectives and assumptions about what constitutes leadership. This will be examined both generally, and within the context of Rollins. We will seek to reframe often-simplified and competing leadership models, and identify a more holistic understanding of effective leadership practices.

## **Module 2: Thinking Without the Box: Leading Through Creativity & Innovation**

Facilitator: Brian Jackson, The Orion Trust

Are you an innovative leader? As one of Rollins' guiding principles, innovation is fundamental to our identity, and – ultimately - our future success. Yet creativity rarely happens on its own; it must be understood and applied with energy, intention and the capacity to continually think outside the boundaries of the established traditions, practices and mindsets that define success in the here and now. Using an illuminating and interactive process, participants will explore the roots of creativity, and the imperative for innovation in today's world so as to better prepare us to lead with passion and foresight into tomorrow. Though this session participants will:

- Increase awareness of the necessity for continual innovation
- Better understand their own ability to impact, for better or worse, the creative process
- Appreciate the virtues and implications of both creativity and innovation in the work setting
- Identify strategies for nurturing and championing an innovative culture within work teams

## **Module 3: Listening Leaders: The 10 Golden Rules to Listen, Lead & Succeed**

Facilitator: Dr. Rick Bommelje, Professor

Outstanding Leaders are Outstanding Listeners. Yet, it's estimated that the average leader ignores, forgets, or misunderstands at least 75% of what he or she hears. Is it any wonder that mistakes occur, opportunities are missed, or that the "I'll take care of it!" never happens? Most people are much better at hearing themselves talk than they are listening to what others say. The

value of listening goes far beyond common courtesy. It is fundamental to effective leadership and team success. Based on the pioneering book, *Listening Leaders: The Ten Golden Rules to Listen, Lead & Succeed*, co-author Dr. Rick Bommelje will participants on a highly interactive journey through the Listening Leaders Pyramid that consists of 10 Golden Rules that will help you achieve your listening and leadership objectives.

#### **Module 4: Leadership Legitimacy and Survival**

Facilitator: Rita Bornstein, Ph.D., President Emerita & Cornell Professor of Philanthropy and Leadership Development

Leaders gain legitimacy when they are accepted by and influential with the people who they serve. Without legitimacy, leaders cannot mobilize support to strengthen and improve their organization. There are six mistakes leaders make that undermine their legitimacy and often cost them their jobs. They are: 1) failing to understand, appreciate, and fit into the organization's culture; 2) managing poorly; 3) losing social capital; 4) being inattentive; 5) acting without consultation; 6) behaving unethically. Each of these pitfalls can be avoided with foresight and planning.

#### **Module 5: Leading with Emotional Intelligence**

Facilitator: Glenn Brome, The Brome Company

Emotional Intelligence is the ability to understand and use the power of our emotions wisely. This session is intended to enhance our awareness of **Why We behave the Way We Do** – as it relates to our emotions - and extending ourselves to better understand the needs of others and

using our emotional intelligence to improve our interactions. Specific objectives of this session include:

- Understanding emotional intelligence and its importance to our personal and professional success
- Using the power of our emotions wisely and with intention
- Using our emotional intelligence to manage relationships and improve decision making
- Increasing our capacity to lead with emotional intelligence

## **Module 6: Integrating Leadership and Ethics**

Facilitator: Mark Johnston, Professor

Effective leadership and ethical workplace behavior go hand-in-hand. In order to be effective, leaders must possess the foresight and ability to consider issues of responsibility, accountability and the greater impact of their actions – along with the skills to lead. In this session participants will explore workplace ethics on multiple levels with the goal of enhancing awareness of ethical behavior and deconstructing common myths.

- Deconstructing common myths about workplace ethics
- The domain of ethics in the workplace – what its really all about
- The pillars of workplace ethics: Deterrence, Leadership, Culture
- Making responsible decisions in difficult situations and circumstances

## **Module 7: Leadership Strategy Roundtable with President Lewis Duncan**

Where is Rollins heading and what will it take to advance the next level and beyond? What are the goals and challenges facing Rollins over the next decade? What is leadership within the

Rollins context? As leaders how can we participate in defining and advancing the goals and strategies of the institution? These are among the many questions we will explore with President Lewis Duncan in this interactive roundtable style discussion.

## **Bibliography**

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<sup>4</sup> SHRM, 2005 Job Satisfaction Survey; The Conference Board, 2005 Job Satisfaction Survey; "Loyalty in the Workplace" Walker Information, 2005