**The Metro Region EMS System Leadership Development Series** is an **online hybrid** program designed to expand awareness of how authentic leadership is achieved through action. The core of the program is a practical framework for understanding the six fundamental dimensions of human action and how these dimensions can be skillfully implemented to achieve successful outcomes on a regular basis. This framework provides a common and reproducible approach, methodology, and language that directly builds leadership influence, acumen, and sharpens the leadership lens.

**Leadership Development Training - Task, Process, People**

Action oriented leadership is based on the simple reality that everything we do is a blend of **task, process,** and **people.** Each of us – from highest level leader to individual contributor – finds themselves executing tasks, working on or within processes, and interacting with other people throughout the day. **Execution, management, and leadership** have evolved over time as the disciplines that study and improve how one works in each of these domains.

When in the **executing mode,** one must focus on the task at hand. One must also understand what needs to get done, what is the requisite training to develop skills to complete the task, and are all equipped with the tools, technologies, and procedures to accomplish the task. **Execution** is always tightly coupled to the task at hand. Specific tools, software, technical and functional competencies are continuously being redesigned to equip and enable those chosen to execute the task.

**Management** is the domain of designing, measuring, predicting, and improving **processes.** From financial budgets to EMS protocol development, management seeks to create more efficient and effective processes. When in a management mode, one needs to adopt a process, or planning perspective. Is the group on track? What’s the budget? What tasks and activities need to be planned? Management work requires a unique perspective, different tools, and a different approach than task-oriented, execution work. Yet management skills are well-defined and learnable. With practice, managers can develop a strong management lens.

**Leadership** is the domain of **people**. Leadership work requires its own perspective. Leadership work asks us to be able to authentically see the people dimension of each situation. Are all in alignment? How is the energy and enthusiasm? Are the goals clear, and supported? Does each person believe in what we are doing? Should one build common ground before launching new initiatives? Are team members vested? Are individuals taking profound responsibility for their areas of ownership? When the answer to any of these is ‘no’, is it noticed? Do individuals understand how to address it? Do they address it, or ignore it?

Researchers propose that of the three kinds of work, **leadership** skills are the least understood, practiced, or valued. Ironically, of the three domains, only **leadership** transcends industry, functional, and/or technical areas. Leadership – or people – skills, are 100% portable and are relevant to everything we do in our personal, professional, and organizational roles.

**Adaptive vs. Technical**

Researchers have found that every complex problem has adaptive challenges underlying its technical components. Addressing the adaptive challenges requires different tools, a fresh perspective, innovative approaches, different expectations, and new competencies. Many believe that building these adaptive skills and developing a new lens to understand and solve complex issues is a critical competency for everyone.



Technical approaches usually do not work well when it comes to effectively collaborating with and influencing others. Complicating things further, an approach that works well with one person’s style may strongly conflict with another person’s preferences. Working well with others, driving and sustaining change, and solving complex adaptive problems requires a foundation of strong Adaptive Skills. Developing and strengthening Adaptive Skills raises awareness of the differences among people and situations. It builds competence in how well we work with others, and enhances the effectiveness of interpersonal interactions. It’s also the foundation for effective leadership.

**Leadership: Authentic Results through Action**

This program is a self-paced online hybrid program with **twelve (12) course/modules:**

**Course 1: Foundation: Six Dimensions of Human Action**

**Course 2: Achieving High Performance Leadership**

**Course 3: Optimizing Team Performance**

**Course 4: Sharpening Your Trust Edge**

**Course 5: Case Study Practice**

**Course 6: Problem Solving: Beyond Symptoms to Root Causes: Part one**

**Course 7: Problem Solving: Beyond Symptoms to Root Causes: Part two**

**Course 8:  Motivation & Training**

**Course 9:  Change: Possibilities, Resistance, & Dissatisfaction**

**Course 10: Practice Framing and Resolving Case Studies**

**Course 11: Metaphors**

**Course 12: Presentations and wrap up**

**\*\*NOTE: There will be a monthly WebEx session (TBD) for discussion and progress check-in with the**

 **Instructor.**

The Metro Region EMS System Leadership Development Series is an ambitious project approved by the EMS Technical Operations Committee and the Metropolitan Emergency Services Board. The regional system will be funding over $1000/student. Students **must** be committed to complete the program. **Please note**: if the series cannot be filled with EMS personnel, registrations will be opened to other public safety agencies to meet the minimum class sizes.

The Metro Region EMS System Leadership Development Series initial WebEx meeting is tentatively scheduled for **October 21, 2021, at 1000 (note: the initial meeting may have be postponed to October 28th)**. The WebEx meeting info will be emailed to registered students only.

To register, email Martha Ziese at mziese@mn-mesb.org

Please do not hesitate to call for more information.

Best regards,



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