



## **The ADVANCED PRACTITIONER PROGRAM**

The **Living Change** Community of Practice is a network of highly-talented leadership development and organizational alignment consultants and coaches. These experts embody the characteristics and qualities that clients trust to deliver customized services that best serve the client's individual, team, and organizational development needs. These characteristics include a high level of competency and knowledge, honest and professional communication, and a demonstrated commitment to service.

In our community of practitioners, we look for a combination of the following experiences, qualifications, and personal characteristics:

- A minimum of 8 years as a business consultant or coach, preferably with additional experience in a business leadership role, at the Chief Executive, VP or Director level. This may include experience in a professional services firm.
- Formal education in organizational development, industrial psychology, human resources, the behavioral sciences, or an advanced business degree.
- All practitioners must possess high-level communication and interpersonal skills, as well as demonstrate self-awareness, integrity and openness.

### **About the Development Process**

We suggest that participants begin their learning by becoming familiar with the work of Living Change and the application of its framework and process. A preferred approach is to attend Living Change's introductory two-day seminar for coaches, consultants, and HR/organizational development practitioners. Attendance of the introductory program, and the associated fee, may be applied toward completion of the advanced practitioner program.

Information pertaining to the two-day introductory program, and a schedule of dates and locations, can be found on the Living Change website - [www.livingchange.org](http://www.livingchange.org)

*For those interested in becoming a certified practitioner in our network, the Advanced Practitioner Program provides an excellent path for development and may be applied toward criteria fulfillment.*

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## **About the 18-Week Program**

The design of the program is based on the premise that practitioners are best served from learning and development programs that provide three key ingredients:

- Formal learning and skill development opportunities that occur in seminar settings delivered through individual and shared learning activities and experiential components;
- The direct application of knowledge and skills to the practitioner's work and professional experiences; and,
- The support of an experienced coach and mentor, offering personalized assistance and collaboration in the practitioner's application of the framework and tools.

To incorporate these key ingredients, and offer ample time for process application and skill development, the program spans a period of approximately 18 weeks. Over the course of the program, practitioners attend a series of four multi-day seminars, each providing the content and learning necessary to build competency and embody the principles of Living Change and their application. The seminars are provided within 6-week intervals.

As part of the learning and development process, each program participant engages in six one-to-one coaching sessions. These 60 to 90-minute sessions are provided at two-week intervals throughout the program, beginning two weeks after Phase I participation. The coaching reflects, and is tailored to, each participant's individual needs. The following outlines the seminar for each phase of the program:

### **Phase One: The Power of Alignment (2 days)**

In this first phase of learning and development, participants are provided with a comprehensive introduction to the Papke Performance Alignment System™ and methodology, the specifics of its foundation, and how to apply it. This includes a historical perspective of the system's origin and its underlying values and beliefs, assessment tools, and strategic application of the work with leaders, teams and organizations. The seminar content includes the following:

- The Performance Alignment System's (PAS) Origins, History, and Application
- Alignment as a Strategic Imperative for Leaders, Teams, and Organizations
- The Characteristics of Alignment
- The Six Customer Values and Market Strategies
- Culture and its Orientations
- Subcultures and Integration
- Leadership Orientations and Cultural Influence
- Leadership Alignment
- Leveraging Communication, Accountability, & Trust
- Practitioner Development and Planning

## **Phase Two (at 6 Weeks): Facilitating and Coaching the PAS (3 days)**

The second phase of the program focuses on the alignment of the individual practitioner to the use of the Performance Alignment System. This includes the development of the facilitation, consulting, and coaching skills required to successfully apply the system with leaders, teams, and organizations. Emphasis is on the practitioner's development of self-awareness and interpersonal skills, the constructive use of conflict, power, and influence, and personal integrity. A series of experiential learning opportunities provide for in-depth awareness and practical application. This phase includes:

- Defining the Roles of Consultant, Coach, and Facilitator
- Inventory of Skills and Knowledge
- Consulting and Contracting
- Developing Self Awareness – The Human Element™
- Group Facilitation Skills
- Understanding Team Dynamics – The Emotional Drivers
- The Origins of Trust
- Leveraging Conflict as Opportunity
- Models for Collaboration and Resolution
- Personal Development Planning and Actions

## **Phase Three (at 12 Weeks): Skill Development & Application (3 days)**

The third phase of the program focuses participants on the practical application and use of the Performance Alignment System and supporting tools. Through a series of case studies, participants engage in individual and group data mining and assessment, tool and skill application, scenario study, and role playing. During this phase, there is also a furthering of the skill development opportunities identified in Phase 2, as participants apply their learning and application to current consulting and coaching opportunities. This phase includes:

- Defining Alignment Gaps
- Guiding the Strategic Planning Process
- Customer Value Clarity and Focus
- Assessing and Aligning HR Practices
- Creating Leadership Development Systems
- Change and Transition Strategies
- The Art of Integration
- Coaching at the Top
- Leveraging the Purpose for Growth
- Personal Needs and Pitfalls
- Continued Practitioner Development Planning

## **Phase Four: (at 18 Weeks): Practitioner Skill Development – Living Change (2 days)**

The fourth phase of the program furthers participants' personal learning and development, preparing for the advanced use of the Performance Alignment System with client leaders, teams, and organizations. Developing the session's agenda, participants bring their challenges, issues, and learning opportunities to the group and mentors, challenging each other in their application of the knowledge and tools to the business opportunities identified in Phase 3. The final day focuses on professional planning, including how to successfully market to and contract with clients, including internal customers.

- Case Study Reviews
- Alignment Strategies
- Implications to Strategic Planning
- Personal Learning and Change Strategies
- Advanced Coaching Skills
- Personal Development Plans
- Mentoring Contracts
- Next Steps

### **Program Fee**

*The complete program fee, inclusive of all materials and personal mentoring, is \$8500. Lunches are included. Travel and lodging expenses are the responsibility of the participant.*

### **About Participation and Certification**

*Learning groups are limited to 8 participants.*

The strength of **Living Change**, as an organization, relies on the quality of our services and the competencies of the professionals who represent our work in the marketplace. To support this level of expertise and commitment to service, we undertake an aligned approach to inviting a select group of practitioners to join the network as certified members of our Community of Practice. This includes addition to our website and participation in ongoing and in-depth learning and development opportunities, and continued mentoring.

If you are interested in joining the group of certified practitioners, we invite you to submit a letter of intent and include a biography of your professional experience and your resume to Theresa Blanding at [theresa@livingchange.org](mailto:theresa@livingchange.org).