

RF Elevation Sessions

8-week live-online leadership master class

Wednesdays 9:00am-12:00pm

Leaders are responsible for providing direction, guidance, motivation, and inspiration to others. They provide solutions, give advice, and answer the hard questions. But what about them? Who do they go to when they need help?

The RF Elevation Sessions is an 8-week live-online master class. Each three-hour session focuses on specific leadership skills and challenges. Participants will be provided with knowledge, tools, and templates to elevate their abilities while also having the opportunity to ask questions, brainstorm ideas, and discuss the difficulties, distractions, and roadblocks unique to them.

The 2022 cohort will be held on Wednesdays January 5th through February 23rd from 9am-12pm.

All RF/SUNY employees working in Research Administration and Commercialization, directly or indirectly, are welcome to apply.

Brokering Greatness: January 5, 2022

Leaders will learn how to promote high levels of performance by helping people reach their potential. Alexander Den Heijer said, "You don't inspire people by showing how powerful you are. You inspire people by showing how powerful they are." Leaders will learn:

- How to increase their teams' competence and confidence
- How to support a positive environment
- How to address fear and doubt
- To inspire choice for growth
- How to build great teams by focusing on building great individuals

Culture Hacking: Building a strong team environment: January 12, 2022

Leaders will focus on building a team environment that supports great work but also fosters humanity.

- Great leaders understand that people create their best work when they are feeling at their best. A strong, healthy culture is the result of many small decisions and actions. Leaders will learn:
- How to motivate their teams to contribute to a positive culture through their actions
- The 6 habits/behaviors to positive change that inspires excellent work
- How to build stronger relationships amongst the entire team
- How to become mindful of the impact of their words and actions



Harnessing Conflict: January 19, 2022

When conflict is allowed and even encouraged, conflict can lead to improved performance, innovation, and creativity. Giving feedback can sometimes create a charged situation, and it's easy for people to become guarded. This session will focus on building a culture where conflict isn't something a leader and their team learns to deal with but a tool to launch to new levels of performance and engagement.

- How to welcome healthy conflict and address it in a way that improves relationships and moves people and work forward
- Dealing with dysfunction
- Techniques to manage and deescalate conflict
- Encouraging disagreement and conflict to create better outcomes

Creating a culture of appreciation and recognition: January 26, 2022

When it comes to the workplace, recognition is one of the best methods for improving motivation and engagement, and yet it is one of the most under-utilized methods. Dr. Paul Marciano, a leading authority on employee engagement and retention, estimates that one minute of thoughtful recognition and appreciation has the power to generate 100 minutes of positive initiative in return. If a leader spends 5 minutes each day providing recognition for an employee, that will equal just over 8 hours of self-motivation in a week.

When leaders can tap into the team by showing recognition and appreciation, leaders build up performance, individual skills, and confidence. Leaders will learn:

- Tips and strategies on creating a culture of appreciation and recognition
- The impact of planting their feet
- To meaningfully connect behaviors with departmental/team or individual objectives
- One size does not fit all – the key to impactful appreciation

How to have courageous conversations with your team: February 2, 2022

Tough conversations are not for the faint of heart but as a leader, they cannot be avoided. When a leader is committed to the team and committed to the individuals, tough conversations should be seen as improving and supporting the future of the team. Leaders will learn:

- How to have performance conversations that work
- Becoming self-aware of verbal and non-verbal cues
- To DARE to have the fierce conversation
- How to set the stage and follow up for positive change



Design Team: Campus Training Contacts & Past Program Participants
Application Review Team: Ayesha Joshi-DSM, Shawna Cornette-DSM, Robert Martiniano-UA, Jennifer Mandina-UB, Michele Hass-SBU, Jenna Lehr-CO, Nadia Digges-CO, Kathleen Caggiano-Siino-CO

How to provide useful, constructive feedback: February 9, 2022

If you've ever come home after a day out and looked in the mirror to notice a piece of food stuck in your teeth, your first thought is always – why did no one tell me? Giving and receiving feedback is much like telling someone they have food in their teeth. When we give feedback, we do it because we see the potential that someone has to offer and want to help remove the obstacles that are stopping them from looking great. Leaders will learn:

- How to provide effective feedback
- The STEP-UP feedback process
- To align feedback with desired performance

How to build accountability and get results: February 16, 2022

Dependability and consistency in meeting targets and objectives are instrumental in building great teams. The confidence a team gets from knowing they can accomplish the things they say they will on time is rewarding in itself. Leaders must fuel an environment of accountability, clarity, and confidence while growing capacity within team members. Leaders will learn:

- The art of delegation
- Establishing winning parameters
- Creating clarity and confidence
- Managing projects and activities
- Managing impactful communications
- Priority setting (managing urgent vs. important)

Graduation Celebration: February 23, 2022

- Professional development action plans due
- Graduation Celebration



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