



The Callan Course Leadership Curriculum

The Callan Course Leadership Curriculum guides the development of the student as a leader. The Callan Course curriculum is founded on this crucial pillar: Great leadership starts with self-leadership. As such, this course creates a cohesive five-phased growth strategy ranging from leadership art through managerial science. Upon completing the course each student will have the knowledge and skills to excel individually as a leader and work with others to form high-performing teams.

The Curriculum

The Callan Course Leadership Curriculum is divided into five comprehensive phases:

- **Shape:** Set Foundational Concepts, Theories, and Maxims
- **Accelerate:** Develop Leaders & Managers
- **Elevate:** Create Organizational Excellence
- **Master:** Execute Strategy & Measure Performance
- **Transition:** Integrate Succession Planning, Mentoring, and Knowledge Transfer

Each phase contains specific units targeting core educational objectives focused on leadership, strategic development, and organizational cohesion. Beyond simply a lecture format, The Callan Course incorporates workbooks, workshops, tutorials, group sessions, case studies, and coaching to further enhance the educational value of the course material.

The five phases are constructed to cover 50 hours of classroom time. These hours can be distributed as needed in weekly, monthly, quarterly, or semester schedules.

PHASE 1: SHAPE

Set Foundational Concepts, Theories, and Maxims

Duration: 8 Hours

During this phase, students are provided essential concepts, theories, and maxims creating a solid baseline of leadership knowledge and an important reference point for follow-on phases. Topics in this phase are designed to educate the student on the pathway to great leadership, components of a leader's character, and the key differences between leading and managing.

- **The Hero's Journey: The Path to a Heroic Life** demonstrates the metaphorical path that all leaders must traverse to fully develop self-leadership, individual mastery, heroic aspirations, and then a personal commitment to share wisdom with others.
- **Lessons From Prisoner #119104: Why Meaning and Noble Purpose are the Keys to a Heroic Life** reflects on the life and experiences of Viktor Frankl, a survivor of WWII Nazi concentration camps, and points to the centrality of meaning and purpose as the sources of deep satisfaction, resiliency, and vitality.
- **A Leader's Bias** describes the necessary worldview, attitude, and actions distinguishing heroic lives and great leaders.
- **The Virtue Constellation: Maxims Defining Great Leaders** provides the student with the key virtues leaders should exhibit to consistently provide exemplary, resonant, and inspiring leadership.
- **Are Great Leaders Born or Made?** Addresses the key questions about leadership, management, and organizational development.
- **Ariadne's Thread: 7 Clues to a Leader's Development** charts a fresh and innovative approach to leadership development and describes the key signposts to guide the leader's path.
- **The Ultimate Boon: Understanding Success & Significance** defines success as resulting from personal reflection, practice, and preparation and explains why significance is the ultimate end state of a leader's journey.
- **The Archer's Stance: How Self-Discipline Leads to Self-Mastery** describes the criticality of self-discipline to achieving authenticity, deep and lasting impact, and enduring influence as a leader.
- **The Danger of Living a Present-Tense Life** explains why leaders must learn to develop a sense of "deep time," master the art of the long view, and develop a broad arc of perspective.
- **Callan's Law of Expanding Frontage: Managing the TQ-EQ Transition** demonstrates how the leader must evolve from technical knowledge to emotional intelligence as they progress as a leader.
- **The Paradox of Rough Edges** presents case studies describing the cathartic effects of failure and set back that, once internalized and mastered, are transformed into deep knowledge and wisdom.
- **In Search of "Moto"** describes the true chemistry of motivation, and why leaders must understand that all the levers and switches are found on the inside of their teammates, not on the outside.

Learning Objectives – Having completed the *Shape Phase*, students will possess a solid grounding in cornerstone leadership concepts, principles, virtues, maxims, and paradigms that, together, will acclimatize them for further leadership development and guide their ascent as leaders. The student is now prepared to move to Phase 2... *Accelerate*.

PHASE 2: ACCELERATE

Develop Leaders & Managers

Duration: 12 Hours

During this phase, students are taught the significant roles, habits, responsibilities, and styles of leaders and managers and how to implement leadership and managerial skills. Topics are designed to educate students on leading people, managing processes and existing systems, and creating team environments.

- **Creating Resonance: The Generative Roles of Authentic Leaders** showcases the key roles that every successful leader must master, and then model, to generate superior performance.
- **Are You a Catalyst or Alchemist? The Difference between Leading & Managing** provides an effective explanation of the core differences between a leader and a manager, to include roles, responsibilities, and outcomes.
- **The Iron Triangle: Roles of a Great Manager** identifies the key roles of a manager that transform talent into peak performance.
- **The Rubicon Crossing: Transforming People from Subordinates to Members** provides the student with the key tools and techniques to develop cohesive, resilient, and winning teams.
- **Lessons from a 3-Star Michelin Chef: The Leader as Master Craftsman** discusses how leadership, like all forms of mastery, requires constant attention to minute details and the ability to execute consistently with exacting precision.
- **A Mountain Laboratory: How Leaders Create Habit Patterns** describes the art and science of creating habits that produce enduring mental toughness, hardiness, dependability, and repeatability.
- **Doing Your Road Work** explains why champions are built daily through disciplined preparation and introduces the “90-10” rule describing how leaders invite perfection through practice, performance, and repetition.
- **The Leader’s Capital** displays the various forms of capital available to leaders, both “top line” and “bottom line,” to influence positive behavior and leverage top performance.
- **A Place to Stand and a Lever** describes the ways chief executives can, and should, bring unique value to their organizations.
- **Creating an Adaptive Mindset** teaches the student the necessity of adaptation as an organizational virtue and how leaders themselves can master an adaptive mindset.
- **Of Letter and Spirit: The Timeless Laws of Great Leadership** describes how the immutable truths of leadership have both structural and philosophical components and why leaders must understand, and master, both.

Learning Objectives – At the conclusion of the *Accelerate Phase* the student will possess in-depth knowledge and understanding of, and practical application in, the skills and mindset of great leadership and effective management. The student is now prepared to move to Phase 3... *Elevate*.

PHASE 3: ELEVATE

Create Organizational Excellence

Duration: 10 Hours

During this phase, students are provided the information and tools needed to create and ensure organizational cohesion, continuity, and high performance. Topics are designed to educate the student on creating a healthy ethos and aligning organizational dynamics.

- **The Word Behind the Words** teaches the student about the cornerstone of all healthy and successful organizations, with detailed examples on creating and sustaining ethos.
- **Shared Intentionality** describes how leaders build esprit, resilience, and engagement.
- **Building a Dense Web** explains how the culture of the organization flows from its ethos, how leaders build vibrant work atmospheres, and the tools leaders use to infuse a winning culture.
- **From Turbulence to Clear Air** describes the key ingredients, elements, and mechanisms to producing cohesion and unity of effort within an organization.
- **Embracing the F-Word** guides the student through a detailed discussion on the science of failure and the art of resiliency, resulting in a new model for achieving peak performance.
- **A Super-System View** introduces a new paradigm for organizational dynamics, moving away from the antiquated “industrial” construct to a more effective “non-linear” model.
- **The Six-Headed Hydra** defines the modern challenges facing leaders and organizations today. It’s an innovative model presenting the core challenges that modern leaders must understand and master.
- **Geeks as Revolutionaries** presents a unique and compelling discussion of measuring performance and behavior and using the energy of dispersed power to solve persistent problems.
- **Swarm Theory** describes how to create influence at the core of an organization, drive innovation & ingenuity to the source of behavior, and the use of *Peer Production* to release group collaboration.
- **Thriving in a free-agent world** describes how great organizations maintain enduring excellence, cohesion, and deep communal roots across large spans of time and in spite of constant personnel turnover and ever-shifting team demographics.
- **From the Mind of MacGyver** discusses the elements of adaptation and how leaders can learn to harness innovation and ingenuity as defining habits within their organization.
- **Remodeling Around the Cornerstone** discusses how leaders must identify and distinguish which elements in their organization are permanent and unchanging, such as ethos, and which elements should, and must, change with the times.
- **We are Ultra-Social Beings** makes a case for the power of mutual regard, mutual affection, esprit, and camaraderie as essential, but often overlooked, qualities of enduring excellence within organizations.
- **The Full Measure** discusses a top-line metric for leaders to measure the health, vitality, and persistence of their organizational culture.

Learning Objectives – Having completed the *Elevation Phase*, the student is now armed with effective information, knowledge, and tools to lead and build outstanding, high performing, and resilient organizations. The student is now prepared to move to the next phase ... *Master*.

PHASE 4: MASTER

Execute Strategy & Measure Performance

Duration: 10 Hours

During this module, students are provided the information needed to implement successful strategy, develop an execution framework, and measure performance. Topics in this module are designed to educate the student on strategy design, metrics, and measures.

- **On a March: How Great Leaders Execute Strategy** presents the student with a unique and compelling model on strategy, strategy design, and the use of “campaign plans” to create effective roadmaps linking strategy, operations, and tactics.
- **How... is the Bridge to What and Why** teaches the student how to effectively link strategy, vision, and mission. Students will learn how to create execution frameworks and transform their vision and objectives into tangible outcomes.
- **The Wayfinder’s Compass: The 4 Cardinal Points of a Leader’s Vision** presents Paul Callan’s model describing the core elements of an effective leader’s vision.
- **Houston, We Have a Problem! Rethinking Metrics & Measures** teaches the students a new paradigm for thinking about and applying metrics. This module reviews the pitfalls of many traditional measurement styles and makes the case for a simpler metric design based on scanning.
- **The Zen Master’s Secret** presents 4 key insights to measuring performance.
- **Where’s The Improvement?** Discusses the traditional approaches to Continuous Process Improvement (CPI) and why, in spite of good intentions, CPI efforts often fail. Paul Callan then provides a new approach to CPI to ensure better and more enduring outcomes.
- **Launching Countermeasures** presents a new and innovative model for solving problems and closing performance gaps.
- **Keep Balanced Scorecards in the Boardroom** describes why leaders, when speaking outside the corporate office, should develop and extol just one core metric to galvanize unity of purpose and ignite passionate commitment.
- **Information Design** reviews, assesses, and presents the key design features of effective metric dashboard designs.
- **Visual Display** discusses how, where and why humans best process and integrate information and how the leader can best display performance information to generate desired outcomes.
- **The Elegance of Simplicity** makes a case for simple metric design and simplified briefing strategies that, once mastered, will help junior executives provide their bosses the key elements of effective executive decision making.

Learning Objectives – By completing the *Master Phase*, students will have a superb grasp of the concepts, considerations, and mechanisms for building winning strategies, creating highly effective execution frameworks, and more precisely measuring performance. The student is now prepared to move to the final phase ... *Transition*.

PHASE 5: TRANSITION

Integrate Succession Planning, Mentoring, and Knowledge Transfer

Duration: 10 Hours

During this phase students are provided the information and techniques required to achieve organizational continuity through mentoring, knowledge transfer, and succession planning. Topics will educate the student on managing multiple generations of leaders and transitioning a workforce.

- **Next Leader In: A Better Model for Succession Planning** presents core concepts, considerations, planning factors, and models to help leaders integrate succession planning into corporate strategy.
- **Fault Lines: Changing Workforce Demographics** presents a thorough review and assessment of shifting workforce demographics that impact the leader's and organization's long-term excellence, continuity, and competitiveness.
- **Telemachus' Guide** teaches students the concept of mentoring, how to develop and implement a comprehensive mentoring program, to include "reverse mentoring," and how to build a mentoring culture within the organization.
- **Leadership Incubators** presents Paul Callan's innovative approach to long-term and in-depth mentoring, called "leadership incubators."
- **Passing The Baton: Enabling Knowledge & Experience Transfer** discusses the criticality of knowledge transfer throughout the workforce and provides students with practical tools and models to ensure corporate knowledge consistently passes between and amongst generations.
- **Downshifting, Retooling, & Rebooting** presents Paul Callan's *Sherpa Model*--which teaches students how to better-integrate senior, soon-to-be retiring employees into more involved and vibrant mentor, advisor, and guide roles.
- **Managing the Baby Boomer Exodus** presents a very focused and detailed review on the present realities, risks, and potential opportunities resident in the Baby Boomer exodus from the workforce.
- **Managing a Transient Workforce** teaches the student how to understand, engage with, and transform into advantage an increasingly transient workforce.

Learning Objectives – At the conclusion of this phase, students will have detailed knowledge and practical skills to incorporate succession planning, mentoring, and knowledge transfer within an organization and how to posture their teams for long term excellence.

Implementing The Callan Course at Work

Leadership is a life-long journey that doesn't end with the completion of this course. Our goal is to provide the students with a comprehensive and practical reference point, or touchstone, to guide their leadership journey. It is only upon their personal use of these tools, skills, and concepts that the lessons become resonant and real. Furthermore, it is only through the repetitive, disciplined, and faithful commitment to the journey that they, the leader, become the lesson.

The Callan Course provides seminars, coaching, mentoring, and workshops for students and organizations to further enhance their leadership development.

Contact Us

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