

The logo is a dark brown, shield-like shape with ornate gold-colored scrollwork and a dotted border. It features the text "COWBOY" in a white, serif font, "LEADERSHIP" in a large, bold, white, serif font, and "Experience" in a white, cursive script font. A small gold star is positioned below the word "Experience".

COWBOY LEADERSHIP *Experience*



UW

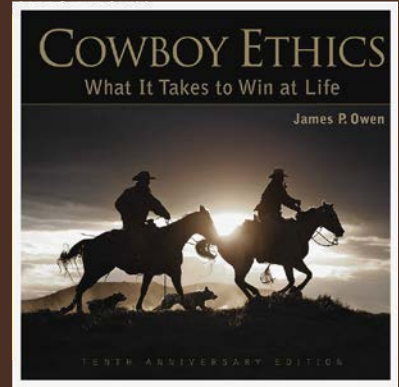
College of Business
Center for Principle-Based
Leadership and Ethics

OVERVIEW

The Cowboy Leadership Experience is an ethics-centered certificate program that facilitates transformational individual and organizational growth by bringing leaders back to their core self. Participants learn to create thriving organizations by taking a human-centered approach to leadership based on their own personal code of ethics.

PROGRAM MODEL

Preparing leaders to develop thriving selves, teams, and organizations.



“Everyone needs a code... a creed to live by.”

— JAMES P. OWEN
Author of Cowboy Ethics





PROGRAM BENEFITS

Using the Cowboy Leadership Model, the program is designed to help organizational leaders:

- » Lead on internal ethics in a consistent manner
- » Gain awareness of and leverage their leadership style
- » Build positive coalitions with internal and external stakeholders
- » Attract talented employees
- » Gain positive influence among their employees
- » Create thriving workplaces
- » Effectively navigate and respond to changing market conditions and demands
- » Develop ethical cultures that innovate in a sustainable way
- » Create attractive, feasible strategic plans relative to organizational objectives



“

The Cowboy Leadership Experience challenged our thought process, spurring new ideas on personal growth and improving how our teams come together to accomplish a shared vision and provide service to our customers. ”



TIMOTHY SHEEHAN

Interim Chief Information Officer,
WY Dept. of Enterprise Technology Services

“

We value how UW's faculty takes the time to understand the goals and initiatives of RMAS and in doing so, delivers impactful and valuable sessions that help shape our organization's leadership and culture. ”



SAMANTHA HERRIN

Training Manager, Rocky Mountain Ace Stores

“

The Cowboy Leadership Experience far exceeded our expectations. We emerged with a better mindset for leadership in both our organization and personal lives. It wasn't just about being a better boss; it emphasized ethics-based decision making, helping us purposefully apply our principles to every decision. ”



MARK DONNER

Chief Operating Officer, Trihydro Corporation

PROGRAM CURRICULUM

The Cowboys Leadership Experience curriculum is designed through the lens of the PBLE leadership model. The curriculum facilitates the development of a personal improvement plan aimed at helping participants lead on principle to develop positive partnerships and create thriving organizations.



What Do You Stand For?

Reflecting on the “Code of the West,” participants gain awareness of their own moral foundation for leadership by developing their own personal code of ethics. Each participant’s code will consist of a unique set of principles, which they will use as a framework for making ethical decisions for themselves and those they lead.

What’s Your Brand?

Participants examine their current “brand” and then are given a framework for enhancing their brand as a leader, with special attention given to integrity, a positive attitude, and grit.

Doing What Has to Be Done: Principle-Based Leadership

Integrating their personal code of ethics, participants develop a personal foundation for principled leadership by creating a set of leadership principles. Participants are then prepared to live and lead on principle through application of fundamental decision-making principles.

Courageous Self-Examination: What’s Your Leadership Style?

Participants gain a profound understanding of their leadership traits and behavioral tendencies through the lens of self-awareness and assessment work. By courageously examining their strengths and areas for growth, participants will be better equipped to adapt their leadership approach to various situations and challenges.





Leading From Your Core: Leveraging Your Leadership Style

Building on the foundational insights of the assessment work, participants dive deeper into the practical application of how their personal leadership styles can enhance team dynamics and drive organizational success. By understanding the unique benefits and drawbacks of their leadership attributes, participants will be able to understand how to foster a more collaborative and innovative work environment.

Inspiring Employees to Ride for the Brand

Participants examine the various traditional and non-traditional foundations for motivation to gain awareness of how to best engage employees. They then identify motivation problems within their organization/unit and are taught best practices on how to address them and inspire their own employees to “Ride for the Brand.”

Talk Less and Say More: Above-Board Communication

Drawing on the various frameworks of humble and servant leadership, participants learn how to compassionately listen for understanding, humbly receive feedback, and honestly express their needs and intentions.

Building Teams That Take Pride in Their Work

Integrating several interrelated frameworks for team effectiveness, participants are exposed to the markers of team success and typical dysfunctions (e.g., communication breakdowns, conflict, etc.) that prevent them from reaching those. Participants then learn how to help their teams effectively address those dysfunctions and become a cohesive unit.

Always Finish What You Start: Individual Development

Participants frameworks to understand what developmental opportunities people need and desire, as well as to gain competence in implementing developmental frameworks.

Know Where to Draw the Line: Negotiating and Resolving Conflict with Integrity

Incorporating the “Code of the West” with non-traditional negotiation practices to create and claim value in business and personal interactions. Participants will practice identifying existing value and, more importantly, identifying and creating unseen/unclear value for all parties involved in the negotiation. Finally, participants will learn techniques for overcoming common conflicts in negotiations.



Tough, But Fair Performance Management

Integrating several empirical findings, participants are exposed to current, relevant insights into managing employee performance. Critical elements of performance management are discussed, including goal setting, feedback, regular check-ins, and incentives.

Cross-Generational Leadership: Inspiring a Multigenerational Workforce

Participants will gain a deep understanding of how to lead and inspire employees from various generations. Participants will address the unique challenges and opportunities presented by a multigenerational team, providing leaders with the insights and tools needed to bridge generational gaps and foster a cohesive, motivated and high-performing team.



Making Room Under the Brand

Integrating the “Code of the West” with core diversity theories, participants learn how to foster diversity of thought in organizations and become a place that accepts and embraces new ideas. Finally, participants learn how to leverage that inclusivity for creative organizational success.

Remember that Some Things Aren’t for Sale: Creating a Values-Driven Culture

Participants are taken through a process where a desirable set of values are identified for their organization/unit. After creating a series of principles that reflect the desired values, a plan for integrating the values into the organization’s culture is laid out. Participants will also create a “higher-purpose” statement for the organization. The intent of this exercise is to create an uplifting statement that helps team members clarify why they do what they do.





THRIVE Dynamics

Participants are introduced to an innovative framework for creating organizational dynamics by which the people of an organization THRIVE and, consequently, the organization can be a living, changing entity. Participants then develop specific practices to take into their workplace.

Finding Your Bearings: Employee Assessment

Participants learn the importance of unit-level assessment and how to design basic assessments for important indicators (e.g., employee engagement, cultural dynamics, etc.). Participants then develop a sample assessment tool for an outcome relevant to their current team or unit.

Change Management

Bringing about system-level change is difficult because people get comfortable with the status quo and aren't motivated to do the work that change requires. Leaders often fail to change these mindsets because they don't provide a vision for change that is both cognitively and emotionally appealing. The switch program is designed to help leaders approach change in a way that will motivate stakeholders to engage because they can understand how change is possible.

Charting New Frontiers: Strategic Leadership

Participants are prepared to implement business-level strategic plans and organizational change initiatives by exploring the mechanisms of change. They are also taught how to align human capital management functions with the business-level strategy and talent philosophy.

Climb into the Saddle: Enterprise Risk Management

Through an interactive discussion and assessment exercise, this session will equip participants with the insights and skills needed to develop three key areas – foresight, agility, and resilience – throughout the organization and drive team success.

Embracing Western Hospitality: Customer Service

Participants understand the dynamics of service excellence and determine their personal and organizational service philosophy. Participants will develop the skills needed to exceed customer expectations, build lasting relationships, and drive customer loyalty.





Course 1 – What Do You Stand For?

Course 2 – What's Your Brand?

Course 3 – Doing What Has to Be Done: Principle-Based Leadership

Course 4 – Courageous Self-Examination: What's Your Leadership Style?

1-Day Session | 8 HRS



Course 1 – Leading From Your Core: Leveraging Your Leadership Style

Course 2 – Inspiring Employees to Ride for the Brand

Course 3 – Talk Less and Say More: Above-Board Communication

Course 4 – Building Teams That Take Pride in Their Work

Course 5 – Always Finish What You Start: Individual Development

Course 6 – Know Where to Draw the Line: Negotiating and Resolving Conflict with Integrity

Course 7 – Tough, But Fair Performance Management

Course 8 – Cross-Generational Leadership: Inspiring a Multigenerational Workforce

**Pick 6 courses to complete Team-Leadership Badge*

1.5-Day Session | 12 HRS



Course 1 – Making Room Under the Brand

Course 2 – Remember That Some Things Aren't for Sale: Creating a Values-Driven Culture

Course 3 – THRIVE Dynamics

Course 4 – Finding Your Bearings: Employee Assessment

Course 5 – Change Management

Course 6 – Charting New Frontiers: Strategic Leadership

Course 7 – Climb into the Saddle: Enterprise Risk Management

Course 8 – Embracing Western Hospitality: Excellent Customer Service

**Pick 6 courses to complete Organization-Leadership Badge*

1.5-Day Session | 12 HRS



Full Curriculum

4-Day Session | 32 HRS





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