



Turning Point

Turning Point is a five-day leadership program for front-line staff designed to:

- Increase self-awareness of personal leadership style, attitude, skills, and behavioral impact on others;
- Improve communication and relationship-building skills for inspiring, engaging and motivating others;
- Design an individualized learning plan that makes a difference to the individual and organization;
- Build campus-wide networks and increase partnership, collaboration, and alignment with Cornell's mission.

The [professional development guide](#) provides a snapshot of the programs and courses offered and describes their alignment to the [Cornell Skills for Success](#).

[Register at CuLearn](#)

Questions? Contact [Deb Billups](#) at 254-1176 or [Jim Sheridan](#) at 254-1360.

Turning Point Curriculum

Day One: “Initiative” What do I expect of the university and what does the university expect of me?

- Share purpose of Turning Point
- Share university big picture through the eyes of university senior leadership
- Link purpose of Turning Point to the university mission, stakeholder alignment, and performance
- Share university expectations around culture, values, and performance
- Establish ground rules, confidentiality, and challenge by choice
- Getting acquainted: establish individual and group identity with perceptions, impact versus intent, “Whattaya Know,” and the “Step Ladder of Group Dynamics”
- Examine impact you have on group dynamics through experiential activities

Day Two: “Who Am I?” – Discovering Yourself

- Understand your personal style and its impact on others (Leadership Wheel)
- Team exercise to discover self in team and participate and lead given the team dynamics
- Increase self-awareness through Johari Window and Lifeline
- 360-degree personal staff skills assessment and review
- Understand your personal values and how they align with the university's goals

Day Three: “Who Are You?” – Developing Interpersonal Skills

- Values – what is the importance of demonstrating them and how to best align your values with Cornell's
- Introduction of the Skills for Success and your role in managing your performance
- Trust and You – Building trust in relationships
- Paying It Forward – What it means to you, others, and Cornell
- Listening as a key tool for honoring others and building respect and civility

Day Four: “Who are We?”

- Constructive feedback skills towards the development of integrity and stewardship
- Resolving contentious conflict and handling emotions towards better teamwork and collegiality
- Cornell's quest for excellence through continuous improvement and our understanding of how and when to apply metrics

Day Five: Application “What, So What, Now What?”

- Experiencing change and learning about responses to change
 - Learning to proactively navigate change
 - Understanding the power of generosity to oneself and those around us – a longitudinal self-discovery process where participants identify personal and professional goals
 - Understanding accountability as a result of our decisions and performance efforts
 - Courage . . . to use the skills learned in our real worlds
 - Re-Cap what has been learned and understanding expectations
 - Personal application – Development of an Individual Development Plan (IDP)
Graduation Celebration
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