

Master of Arts in Organizational Leadership

THE **GRADUATE
INSTITUTE**

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The Graduate Institute offers a one-of-a-kind Master of Arts in Organizational Leadership, designed for those who seek to create positive change in their communities and professions.

TGI has long been a pioneer in the area of Master's-level leadership education. Our program presents a creative, holistic paradigm of leadership as both an art and a science. It is based on the premise that leadership cannot be taught, because it is an evolving form of self-expression that is unique to each leader. Leadership is best learned through discovery. It is an art form and a profession all its own—one that by its very nature promotes possibility and the opportunity to contribute in significant ways.

Everything about our Master's program is grounded in applied learning. Instead of examining abstract case studies, students engage in powerful, interactive frameworks for discovering their personal leadership qualities. They bring their real-world experiences to the TGI classroom, where they are embraced as change agents—bold and creative innovators whose leadership touches on all aspects of their lives.

If you are ready to take your leadership to the next level of commitment and contribution, we invite you to take part in this highly effective approach to achieving “breakthrough leadership.”

Q&A with Mel Toomey

How is the MAOL different from a standard program in management?

You can be taught how to manage, but not how to lead. Management is more like a science and a repeatable phenomenon, so it's possible to teach it. Leadership, on the other hand, is an art form and difficult to teach because in your hands, the expression is going to be quite different than it is in mine or anyone else's. Leadership is learned through discovery and application. Everything around the MAOL and its predecessor programs is designed to facilitate most of the learning through direct application to real-world issues that you are committed to changing. When students learn to see their work and the work of others through new lenses, they uncover new frameworks. That's where the learning takes place.

The approach sounds much more collaborative.

In the cohorts I lead, I'm a member of that cohort. And I'm engaged in the same inquiry that the students in the cohort are being asked to engage in. If I'm not learning, neither are they. Simply knowing about leadership doesn't make you a leader any more than reading a book about swimming makes you a swimmer. Some things we learn through engagement. Leadership is one of those.

To what do you attribute the program's success?

One of the things that makes this program so effective are the people who are part of the faculty. Daryl Conner, one of the best change management thought leaders whose teaching is applied world-wide, is a frequent instructor. Wendy Appel is doing groundbreaking work internationally in team building using the Enneagram. Al Bhatt teaches at UNH and consults with some of the largest growth companies in the world, such as Facebook. It's talent like this, engaged with our program, that make it so successful.

The faculty for the MA in Organizational Leadership (MAOL) is comprised of leading educators from across the globe. These include:

Mel Toomey, Resident Scholar



Mel Toomey is the founder of the Center for Leadership Studies (CLS) and Generative Leadership Group (GLG), an internationally recognized consulting and advisory services firm. At CLS, Mel works with executives who are committed to developing "breakthrough" as a strategic advantage. He is best known for

his work in integrating organizational change, leader development, and executive coaching. Mel is convinced that the notion that leadership is a quality that only some of us are born with is unsupportable and very disempowering. He believes that anyone who commits to his or her own personal development can become a highly effective leader.

Daryl Conner, Academic Director



Daryl R. Conner is chairman and co-founder of Conner Partners®, an Atlanta-based consulting firm that specializes in strategy execution. He is an internationally recognized leader in organizational change and serves as an advisor and mentor to senior executives around the globe. In more than 30 years of practice, Daryl

has worked with many of the most successful organizations in the world, including Fortune 500 companies, government agencies, and non-profit institutions, to help them achieve the full intent of their most urgent and critically important initiatives. A dynamic public speaker, he has addressed thousands of executives in corporate settings, national conferences, and public programs. Daryl's work is built on a strong foundation of research, extensive consulting experience, and a deep spiritual focus. He has authored two books on leadership and contributed to more than 250 publications.

Andrew Summa, Program Coordinator



For more than thirty years, Dr. Andrew Summa dedicated his professional efforts to the New York Public School System as a teacher, English department chair, high school Associate Principal, elementary school Principal, Director of Strategic and Magnet School Planning, and Assistant to the Superintendent for special

projects. He has studied at the Equity Assistance Center at New York University, the Institute for Urban and Minority Education at Columbia University, the National Writing Project at the University of California at Berkeley, the Institute on Crucial and Creative Thinking at the University of Massachusetts, and St. Peter's College, Oxford University. Dr. Summa is also TGI's Vice President for Institutional Advancement.

Please visit www.learn.edu/faculty for the most up-to-date faculty listings.

An Applied Approach to Organizational Leadership

During each class, a member of the visiting faculty delivers a hands-on learning experience for students. Recent presentations include:

- Understanding the Organizational Change Process
- Identifying Organizational Imperatives
- Building a Context and Creating an Architecture for Change
- Understanding and Remediating Resistance to Change
- Examining Leadership as Power of Principle Instead of Authority
- Accessing Your Leadership Voice
- Developing Values to Connect with Innate Leadership Skills
- Contrasting Leadership and Management
- Initiating and Sustaining Sponsors, Advocates, and Targets of Organizational Change
- The Relationship Between Personal Transformation and Organizational Transcendence

Course Descriptions

For full course descriptions please see www.learn.edu/ol



“Finally I have found a leadership program that provides comprehensive education with an emphasis on total learning, which includes real-life experiences, interactive classes, and in-depth personal development. The changes that have occurred among each and every student in a relatively short amount of time are nothing less than extraordinary. Every class is filled with stories of success in our respective professions. Finding The Graduate Institute is a true blessing that has changed my life and the lives of my colleagues.”

Ralph Miro,
RN, MPH, Nurse Manager,
Day Kimball Hospital, Class of 2013

“The Master of Arts in Organizational Leadership was a great catalyst! It has provided me the opportunity to start to consider change from a whole new perspective and to really focus on the “I” in integration.”

Sue Smith,
Executive Director,
Canadian Blood Services,
Class of 2010

“It was delightful to be part of the MA in Organizational Leadership. The positive energy shared was contagious and fabulous. At the end of each session I felt charged and anxious to share and integrate what I had learned.”

Carol Martin,
IBM Director,
Product Operations Business Analytics,
Class of 2008



The Breakthrough Project

Each student's experience in the MA in Organizational Leadership program culminates with the execution of a "breakthrough project," often to astounding and inspiring results. Students work closely with self-selected mentors in their field on the development of the breakthrough project. Past projects have included:

- Developing a humanistic approach to patient care with the Chief Cardiologist and Community Outreach Coordinator at Yale New Haven Hospital Smilow Cancer Center
- Establishing a network of health care clinics in Haiti in collaboration with the Director of Emergency Room Services at Day Kimball Hospital in CT
- Working with the Chair of a not-for-profit organization to establish a non-profit insurance company with a charitable aim
- Working with the Chairperson of the Connecticut Council on Talented and Gifted (TAG) to conduct a needs assessment and develop a strategic plan for the state TAG Council
- Working with the Director of Technology for New Britain Public Schools to assess the impact of technology applications in high school classrooms
- Collaborating with a church pastor to develop a curriculum grounded in biblical scripture for a youth leadership program
- Partnering with the President of the CT State Coordinator of Medical Interpreters to enlist membership in the union
- Working with the Director of Vision Setting for Optum Health to conduct a study that explores the habits, attitudes, and levels of change among employees



For more information or to request a current program schedule, contact Admissions at 203-874-4252 or admissions@learn.edu.

