



MAYTIV LEADERSHIP DEVELOPMENT PROGRAM

FROM AVERAGE TO OPTIMAL HUMAN FUNCTIONALITY

Our program derives from the perception that **learning from the best** enables the adoption of practices for motivating the people around us, and for creating optimal leadership, which **realizes the management and business potential**. The program shines a spotlight on the examination of extraordinary leaders, aiming to learn from these exceptional cases, which prove what great leadership can accomplish.

Nearly every company in the world gives lip service to the idea that “our people are our greatest asset,” yet, few of them are willing to do anything significant to justify this statement. As we see it, everything begins with **who the managers choose to be, and the behaviors they choose to demonstrate**. The program offers participants a perceptual and practical experience, in which we invite them to take responsibility and choose their most proactive activities, with the aim of creating meaning, interest, enthusiasm, engagement, resilience and enjoyment in a broad variety of their day-to-day activities, and not only the exceptional ones.

The program is based on influential, innovative scientific evidence, focusing on learning and changing the behavior of managers, while emphasizing self-fulfillment, happiness and high performance levels of executives and employees.

Presented to:

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Mellanox



By:

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Maytiv - Center for
Research and Practice in
Positive Psychology
IDC, Herzliya

October 2016

Program Syllabus - 2 Days Offsite

DAY 1

1 INTRODUCTION



Excellent leaders succeed in choosing what to focus on, and by doing so they redesign whatever space they occupy; they pro-actively make changes and are, in effect, 'long distance runners'.

Core components:

- Focus
- Flexibility, changeability and resilience
- The Butterfly Effect - Small changes make a big difference

On the cognitive-perceptual level, the ability to choose what to focus our attention on is one of our most difficult tasks, yet also one of the most important. Research has repeatedly shown that successful leaders are those who choose to focus on ways in which reality can be improved and on factors allowing others to develop and grow. Those leaders not only create higher levels of satisfaction their employees, but also design the organizational culture and show great performance. This ability to focus is the foundation for selecting and applying changes. People ask and are asked to introduce many changes into their personal and professional lives, but most of them are never realized, and some of them apply for short periods only. This session exposes the participants to the power of flexibility (even under stress) and opportunity for change, through the introduction of evidence-based interventions from around the world, which generated far reaching changes at the individual and organizational levels.

2 APPRECIATIVE RESEARCH



Excellent leaders choose to invest a great amount of time in analyzing their successes and those of their subordinates, and thus create more success. The process offers them to a valuable opportunity: to clear a space for gratitude as part of their day-to-day routine.

Core components:

- Analyzing successes
- Peer learning
- Gratitude

We are accustomed to the fact that if we want to improve and succeed, we need to analyze our failures and learn from them. In this session we claim that learning from failure is important, but not enough to reach peak performance at the individual or team level. Over the course of the session we will employ a method of analyzing personal and organizational successes - the Appreciative Inquiry paradigm. We will examine specific peak points in the participants' lives and track the resources allowing them to happen. We will provide space for peer learning, based on the notion that great leaders analyze and learn from the actions of others around them. Analyzing the causes of success and thoroughly exploring its components will facilitate the formation of concrete directions for future development. Many organizations that adopted the Appreciative Inquiry paradigm as a part of their organizational routine report that implementing it on a ritual basis produces extraordinary successes, both personal and organizational.

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DAY 1

3 STRENGTHS



Excellent leaders invest most of their energy playing to their strengths and realizing their passions: they do what they're good at, and they do what they love.

Core components:

- Strengths survey.
- Identifying employees' and team's strengths

The Gallup Organization, a global research and polling company, asked over 1.5 million executives and employees from 63 countries and 101 organizations, one simple question: "At work, do you have the opportunity to do what you do best every day?" 91% replied that they do not get to express their strengths at all. They then compared responses to the performance of the various business units. They discovered that organizations that are good at harnessing the strengths of their employees are much more successful. Extraordinary performance requires focusing on and investing in strengths. This session's goal is to learn from these extraordinary organizations and to change organizational statistics regarding executives' and employees' use and expression of their strengths. We will suggest tools for recognizing and applying participants' personal strengths - those characteristics that represent their natural talents and give them motivation, energy and enthusiasm. Based on these strengths, we will set professional self-concordant goals - goals derived from internal need and strong interest. The ability to set this kind of goals offers high levels of dedication, enjoyment, self-fulfillment and goal achievement.

Program Syllabus - 2 Days Offsite

DAY 2

1 WORDS CREATE WORLDS



Excellent leaders can see above and beyond what's possible now. They pin their hopes on developing their people, and thus lead their team to extraordinary accomplishments.

Core components:

- The Pygmalion effect - "The road ends not at the spot which I cannot see, but at the spot which I cannot imagine."
- The art of developing and harnessing human ability
- Listening
- The role of mirror neurons

In this session we will get to know the power of our thoughts and beliefs in creating our reality. Cross-organizational research has found that some of the world's most successful organizations are characterized by managers and employees who are dynamic, steadfast, and capable of seeing beyond our present reality. Thanks to that, they are able of setting high thresholds of expectation for themselves regarding the how far their organization and they themselves can develop. Moreover, they have full faith in their own strengths and those of the people they manage, even when facing challenges and difficulties. This sense of self- and team capability was found to be the strongest predictor of success and performance, above and beyond capability and dedication. In the session we will explore the perception and practice of harnessing the strengths of others, not on the basis of power and authority, but by building positive, collaborative, empowering and authentic relationships.

2 GROWTH MINDSET



Excellent leaders dare to step outside their comfort zone, dedicate themselves to what they're doing with effort and exhilaration, welcome failures and learn from them and from others.

Core components:

- Establishing a growth mindset
- Analyzing failures as an integral part of development
- Building a learning team

"I divide the world in two:
learners and non-learners"
(Carol Dweck).

The scramble for achievement made perfectionism a synonym for professional excellence, and failure something to be hidden. In this session, we will demonstrate that the opposite is true, by introducing research from around the world proving that perfectionism is an inhibitive mechanism, which forces us to pay a heavy price for the lack of learning and development at work. We will learn to distinguish between perfectionism and optimalism - the latter allowing us to strive for major achievements while understanding the road itself is valuable and that progress is not necessarily linear. History shows that many of the most successful people in their fields experienced a substantial number of failures along the way, failures that eventually led them to magnificent success. The optimalist approach not only yields exceptional success, but also has a great influence on the ability to develop fortitude in the face of challenges, dedication to hard work and growth from interpersonal conflicts. We will leverage this perception to implement a culture of viewing failure as an opportunity to learn, and learning as something to seize whenever it arises. This, we will learn along with the participants what we need to build and nurture a learning team.

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DAY 2

3 STRESS AND FLOW



Excellent leaders are almost always energetic people - not because “that’s who they are”, but because they adjust the level of their activities and direct their quality in a way that allows them to embrace stress as a positive growth engine.

Core components:

- Analyzing “flow” situations
- Managing energy rather than managing time
- Presence at its best

This chapter will focus on the issue of managing stress in day-to-day life, which will only intensify as we climb up the organizational ladder. We tend to look for solutions for creating more time for ourselves, but we must acknowledge the fact that in a productive company, time will always be hard to find. Thus, we will claim that the challenge is not time management, but rather energy management. We’ll move from the classic question: “why is stress so common these days?” towards the question: “what are the characteristics of successful leaders, who despite the heavy workload their job entails, still manage to live a fulfilling, enjoyable and successful professional life?”. Stress appears to pull some people down while propelling others to the top. This session’s goal is to enable participants to embrace stress as a growth engine. Research shows that positive channeling of stress and mindfulness of professional activity, combined with recovery periods, become a meaningful source of momentum for self-fulfillment and accomplishment.

PROGRAM CONTRACT

Following our meeting, I am hereby presenting the agreements between the Maytiv Center for the Study and Application of Positive Psychology of the Herzliya Interdisciplinary Center (the Maytiv Center) and Melanox, as follows: the Maytiv Center undertakes to dedicate all of its capabilities, knowledge and act to the best of its abilities to implement the program detailed in the proposal attached to this letter in the matter of advancing a leadership development program.

In return for implementing the project, Melanox shall pay the Maytiv Center a total of 16,000 NIS for the project, to one group of executives as detailed in the proposal (“the Proceeds”). The program in the Maytiv Center organization shall begin on a coordinated basis in accordance with the organization’s availability, and subject to a commitment to pay the first payment listed above.

I would be happy to cooperate in this exceptional learning opportunity,

Michal

Contact details

Tel: 972-9-9602486

Mobile: 972-54-4985085

E-mail: michal.shimony@idc.ac.il

For further information

www.maytiv.com