The Allegacy Center for Leadership & Character collaborates across the School of Business to inspire new forms of leadership and enhance character in students, faculty, and staff in curricular, co-curricular, extracurricular activities, and in the integration of administrative systems and processes by providing expertise and innovation, research, and leadership and character training, fields of study, and adult education products and services.

Mission

Accelerate the development of leaders of character and to serve the greater good

Vision

To be a recognized thought leader in the development, teaching, and practice of business leadership and character.

Values

Authentic Leadership Excellence with Focus Through Leadership Practical Relevance

Focus

1. Enhancing higher levels of leader development
2. Enhancing character development
3. Thought leadership in the areas of leadership, character, and business ethics

Over 16K Leadership & Character Assessments
Delivered across 5 academic programs

29* number of articles published in premier journals by Centre researchers


46 student of total publications by Centre researchers (2012-2022)

360 soft & peer assessments

55 hours of leadership and character training delivered in the classroom

33 lectures, 1300 students, 45 faculty and staff

The ethical dilemma was a great learning experience. Leadership is developed through practice, everyone on my team led in different ways and developed those skills.

- Master of Science in Management Alumni

Development of leaders of character for the profession of business

Student Impact in 2021-2022

240 hours of leadership and character content delivered in the classroom

62 digital activities accessed via desktop, laptop, tablet, or smartphone

53 hours of face-to-face lead by student engagement

Interactive video modules linking leadership and character to the creation and development of character leadership and character and through curricular and extracurricular activities.

Web tools including web resources, leader development plans, online decision-making tools, and more with lecture, faculty, and staff access.

Sponsored by Allegacy Center for Leadership & Character

FUTURE

Leadership Academy: Center Leadership Institute

Undergraduate Students Participated in the Service Academies Leadership Conferences Program
Tailored, integrated **SOLUTIONS**
for organizational development

We enhance your competitive advantage by focusing on your strategic business challenges.

Our programs are specifically designed to provide highly personal education experiences that address real-world issues.

- 360 Leadership and Character Assessments
- Applied Business Ethics in Action Resources
- Building High Performing Teams Tools
- Coaching Individuals and Teams Training


Our network of leaders and scholars deliver tailored, integrated, and evidence-based leader, leadership, and organization development solutions to develop leaders of character who **get results with integrity**.

The Allegacy Center for Leadership & Character collaborates across business to inspire higher forms of leadership and to provide expertise and innovative, research-based products and services for long-term impact.

Center experts are experienced scholar and senior leadership practitioners with extensive military leadership experience including expertise in VUCA (Volatile, Uncertain, Complex, and Ambiguous) environments.

Our world-class experts have delivered executive development programs with numerous Fortune 500 companies including IBM, GE, MetLife, USAA, Mercedes Benz, Proctor & Gamble, 7-Eleven, Goldman Sachs, Kellogg’s, Hewlett Packard, Wells Fargo, Bank of America, and others.

- Building a high performance culture
- Enhancing corporate social responsibility
- Building resilience and leading in crisis
- Putting ethical decisions into action
- Leading change
- Transforming culture through leadership
- Promoting a values-based organization
- Cultivating engagement and motivation
- Leveraging human, social, and psychological capital
- Creating synergies to enhance global mindset
- Developing leadership opportunities
- Communicating for inspiration and commitment

Practical evidence-based training includes 4 or 8 hour sessions

Enhance your business impact with Wake Forest

For more information contact myerslb@WFU.edu (336) 758-3673
The Allegory Center for Leadership and Character accelerates the development of business leaders who get results with integrity through creating resources, providing enriching experiences, and publishing cutting-edge research.

Transforming students into business leaders of character

“Processing ethical dilemmas challenged us and brought a whole new understanding into our classroom and leadership experience.”

- Undergraduate BEM Student Ethics and Leadership Debate Team Member

Students experience various leadership activities through the CLC including an opportunity to participate with the Wake Forest Ethics and Leadership Debate Team, attend pro-humane events and reflection sessions, and attend leadership and character conferences.

HONORABLE.
To achieve high levels of performance while maintaining the highest standards of individual character, our graduates:

LEAD ETHICALLY.
Graduates build and lead teams to achieve results in ways that motivate and value integrity, foster personal, professional, and organizational accountability and responsibility; and provide value to society.

EXHIBIT PERSONAL STRENGTHS.
Graduates exhibit ethical and psychological strengths necessary to embrace opportunities, overcome challenges, and succeed with integrity.

Sample Center Resources:
- Ethical Decision Making Tools
- Leadership & Character 360 Assessments
- Team Member 360 Assessments
- Individualized Feedback Reports
- Coaching Tools/Workshops
- Self-Development Guides
- Team Action Planning Tools
- Team Problem Solving Tools
- Goal Setting Worksheets
- High Performing Teams Products

Research-based resources and services build on the ACLC’s mission of infusing organizations, teams, and individuals with the know-how to realize their full leadership potential as leaders with integrity.

“Ethical leadership requires a strong moral compass at its core. The ACLC’s tools and programs give students the framework they need to make the right decisions as they go out into the world as future leaders.”

- Mike J. Selverian, Jr.
- P’13, P’16, P’19
- Wake Forest University Trustee

Advance the mission and broaden the impact with your support
contact.myers@wfu.edu (336) 758-3673

Our network of practitioners-scholars posess expertise in building and leading high performing organizations, developing enterprise-wide leader development systems, creating and delivering impactful education programs, and publishing cutting-edge leadership research. We have the ability to translate theory and evidence-based research findings into simple, usable products and tools to enhance leader and organizational performance.
Honors represents the quality the center strives to develop, including the ability to lead ethically and exhibit personal strengths. The center supports the School of Business mission through building learning experiences to develop business leaders who achieve results with integrity.

Wake Forest University School of Business
ALLEGACY CENTER FOR LEADERSHIP AND CHARACTER

Accelerate leader development in your organization through

360 Assessments
for Leader, Leadership & Organizational Development

Coaching & Train-the-Trainer Support

Assessments and feedback including action-oriented resources enhance leader development and self-awareness across dimensions using research-based practices.

Leader of Character: the Wake Forest Edge

Leadership and Character Assessment (LCA) & Leadership 360

This 360 assessment addresses individual development including:
- Inspirational Leadership
- Ethical Leadership
- Moral Courage
- Personal Responsibility
- Resilience
- Authenticity
- Professional Identity

Assessment Feedback Reports:
- Individual and Team Comparisons
- Scoring Radar
- Gap Tables
- Item-by-Item Rating
- Open-Ended Feedback
- Preparation for Creating Individual and Team Action Plans

Assessment Resources:
- Leadership & Character 360 Assessments
- Team Member 360 Assessments
- Individualized Feedback Reports
- Coaching Tools/Workshops
- Self-Development Guides
- Team Action Planning Tools
- Team Problem Solving Tools
- Goal Setting Worksheets
- High Performing Teams Products

Team Member Assessment (TMA)

This 360 assessment addresses both individual and team development including:
- Building Team Relationships
- Influencing Task Completion
- Exercising Ethical Influence
- Facilitating Creative Problem Solving
- Demonstrating Interpersonal Courage

Coming Soon! Organizational Assessments

Our network of practitioner-scholars possess expertise in building and leading high performing organizations, developing enterprise-wide leader development systems, creating and delivering impactful education programs, and publishing cutting-edge leadership research. We have the ability to translate theory and evidence-based research findings into simple, usable products and tools to enhance leader and organizational performance.

Are you ready to accelerate your leader development? contact: myersib@wfu.edu (336) 755-3673
Ethical Decision-Making in Action tools assist business leaders in systematically thinking through an ethical dilemma to fully understand the complexities and creating an action plan to resolve the issue.

Enhance your

COMPETITIVE ADVANTAGE

of ETHICAL LEADERSHIP

through business ethics in action.

STOCK GROWTH OVER 5 YEARS

10% The Most Ethical Companies Experience 10% Greater Stock Growth Over S&P’s 500 (2013-2018)

Source: Ethosphere’s 2018 List of Most Ethical Companies

Developing leaders who achieve results with integrity

Applied Business Ethics Topic Areas

Lead Ethically
Strategic Leadership
Leading in Crisis
Leading in a VUCA World
Ethics in a Global Context
Building High Performing Teams
Enhancing Communication
Exhibit Personal Strengths
Authentic Self & Life Experience
Building Ethical Organizations
Shaping an Ethical Culture
Ethical Decision-Making
Leader Self-Development
Coaching Leaders

Center experts are experienced scholar and active leadership practitioners with extensive military leadership experience including expertise in VUCA (Volatile, Uncertain, Complex, and Ambiguous) environments.

Our world-class experts have delivered executive development programs with numerous Fortune 500 companies including IBM, GE, MetLife, USAA, Merck, Barse, Praxair, and Heineken, Goldman Sachs, Kellogg’s, Hewlett-Packard, Wells Fargo, Bank of America, and others.

Patrick L. Reamer, Ph.D., Executive Director and Professor of the Practice of Management, COL, U.S. Army (Retired)

Sun T. Warkh, Ph.D., Professor of Management, Center for Leadership and Character

John J. Ramanuj, Ph.D., Associate Professor of Management, Center for Leadership and Character

Practical, evidence-based training includes 4 or 8 hour sessions.

4 Step Model/Tool
Worksheets & Resources
Decision Criteria Matrix
Sample Cases
Interactive Modules

“Our values of Leadership and Character assessments for individuals and teams can be used to reinforce applied business ethics and ethical leadership sessions and programs.”

MBA Alum
(Working Professional Program)

For more information or to schedule a consultation, contact myersib@wfu.edu (336) 758-3673
Enhance Your BOTTOM LINE and Retain Talent with resources to build and lead high performing teams

Before a team can reach effective performance, it needs to work out how the members contribute to the goals and how the team operates in face-to-face, virtual, or global environments.

Once the team is operating, diagnostic tools help teams navigate through difficulties and capitalize on strengths. Through enhancing team development, leaders operate from higher forms of leadership while demonstrating character.

Virtual Learning
Digital Content
Web-Based Resources

Resources to build and lead high performing teams

A Process to Build and Lead High Performing Teams Interactive Module:
- Accessible on all devices
- Self-paced on demand learning
- Developmental approach
- Digital resources included

- Team Planning Worksheet
- Developing a Team Charter Tool
- 5 Dysfunctions Diagnostic Tool
- Communication Format Worksheet
- Team Problem Solving Tool
- Action Plan & Goal Setting Worksheet
- Task & Time Management Tool
- After Action Review Worksheet

"I need to take risks. I need to put myself out there and know that being uncomfortable is ok. With the High Performing Teams resources and tools, I can really take charge of my leadership journey."

- MBA Alum (Working Professional Program)

Our suite of Leadership and Character assessments for individuals and teams reinforce development of high performing teams to enhance organizational performance.

High performing teams bring a competitive advantage in the marketplace.

To review sample team resources or explore tailored, evidence-based solutions, contact: myersb@wfu.edu (336) 758-3671

Accelerate Team Development through 360 Assessments for Individuals & Teams

Capitalize on Coaching & Train-the-Trainer Support

Enhance Ethical Leadership in Teams with Applied Business Ethics Resources

Leverage our Network of World Class Practitioner-Scholars
Leader Development
COACHING Program

Wake Forest School of Business Leadership Development Coaching program provides a unique opportunity for industry professionals to enrich students’ development as both team members and business leaders. Our academic programs generate multiple opportunities for individual and team coaching throughout the academic year.

Coaches facilitate and support personal reflection and the creation of a development plan on the coaching feedback process as part of this phenomenal professional development opportunity.

Coaching Benefits

- Develop your team coaching skills
- Train mid-level leaders from your company in effective team coaching
- Identify possible candidates for hiring
- Shape future business leaders

Coaching Commitment

- Invest three hours for a refresher in coaching training
- Serve once or twice a semester as a leader development coach for a one- to two-hour session
- Engage in mentor relationships as you prefer

Coaching Process

A leader development coaching session includes:

- Setting the conditions for success
- Establishing positive rapport
- Facilitating the reflection process
- Ensuring individuals identify & commit to improvement goals
- Supporting individuals in creating an action plan
- Reaffirming principles of development
- Reviewing agreements and next steps

“Our coach helped us relate our performance to real world situations.”
- Master of Science in Management Alum

COACHING Refresher

5 min. Basics of the Coaching Session (ground rules, active listening, development plans)
30 min. Overview of Strengths and Areas for Improvement
20 min. Developing an Action Plan (purpose, values, SMART goals)
5 min. Follow-up and Next Steps

Currently accepting new coaches!
For more information contact myerslb@wfu.edu (336) 758-3673

The Leader Development Coaching Program brings together resources from across the School of Business:

- Market Readiness & Employment Center for Leadership & Character
- Academic Programs
- Alumni Relations & Development

Our network of practitioner-scholars possess expertise in building and leading high performing organizations.

Enrich student experience and enhance your business through training your managers as mentors and coaches.
# ALLEGACY CENTER FOR LEADERSHIP & CHARACTER

## Tailored, Integrated SOLUTIONS for Leader, Leadership & Organizational Development

<table>
<thead>
<tr>
<th>ORGANIZATIONAL APPROACH</th>
<th>SYSTEMS ENHANCEMENT</th>
<th>CUSTOM 360 ASSESSMENTS</th>
<th>ENHANCE CULTURE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Leverage internationally recognized scholars with senior leadership experience to develop customized, integrated products and services.</td>
<td>Create integrated systems through assessment and process development enabling greater efficiency and higher performance.</td>
<td>Deliver tailored Self and Peer Leadership &amp; Character Assessment Program to cultivate leadership excellence and enhance team effectiveness within the organization.</td>
<td>Build culture and transform business environments using proven methods from experts with consulting experience in Fortune 500 companies.</td>
</tr>
</tbody>
</table>

Center experts are experienced scholars and senior leadership practitioners with extensive military leadership experience including expertise in VUCA (Volatile, Uncertain, Complex, and Ambiguous) environments. Practical, evidence-based training includes 4 or 8 hour sessions.

<table>
<thead>
<tr>
<th>ETHICAL DECISION MAKING</th>
<th>ORGANIZATION-BASED RESEARCH</th>
<th>ONLINE RESOURCE CENTER</th>
<th>FLEXIBLE DELIVERY</th>
</tr>
</thead>
<tbody>
<tr>
<td>Provide programs and tools to train leaders how to more effectively make ethical decisions.</td>
<td>Capitalize on research opportunities with Center researchers who partner with School of Business faculty to publish cutting-edge research in the world’s premiere journals.</td>
<td>Provide an array of self-service tools to enhance leadership and character development and encourage learning application.</td>
<td>Engage leaders inside and outside the workplace via classroom and blended learning as well as on-demand mLearning and eLearning customized modules.</td>
</tr>
</tbody>
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Wake Forest University School of Business


For more information, contact:
Allegacy Center for Leadership & Character

Email: myerslb@wfu.edu
Phone: (330) 758-3673
ALLEGACY CENTER FOR LEADERSHIP & CHARACTER

Sample Areas of Expertise:

Developing the Bench of Leaders
- Leader Development Principles
- Creating Effective Leadership Development Systems
- Creating a Developmental Culture
- Coaching, Mentoring, and Performance Feedback
- Creating Effective Leadership Development Systems

High Impact Inspirational Leadership
- Inspiring Followers, Teams & Transformational Leadership
- Creating Shared Leadership Systems
- Effective use of Power and Influence
- Leadership vs. Management (Integrating & Synchronizing)
- Practices of Exemplary Leaders & Self-Assessments
- Building a High-Performance Culture and HR Systems

Ethical/Character-Based Leadership and Building Ethical Organizations
- Ethical Leadership: Getting Results with Integrity
- Authentic Leadership & Building Ethical Cultures
- Promoting a Values-Based Organization: Core Beliefs
- Establishing Effective Ethics Policies & Reporting Systems
- Leading Corporate Social Responsibility
- Leader Ethical Decision-Making and Action

Putting Ethical Decisions into Action
- Increase Self-Awareness of your Core Values and Beliefs
- Learn and Practice an Effective Moral Decision Framework
- Bolstering Moral Action: Character and Moral Potency
- Navigating the Moral Obligations to Multiple Stakeholders
- Enhancing Corporate Social Responsibility

Developing Highly Effective Teams
- Team Formation, Structure, Functioning, Decision Making
- Shared Leadership and Engaging Team Members
- Developing Clear and Compelling Team Goals
- Establishing Team Culture
- Leading Teams through Performance Cycles
- Building Trust and Overcoming Common Dysfunctions
- Operating in VUCA (Volatile, Uncertain, Complex, Ambiguous) Environments

Developing Trust and Leader Credibility
- Three Key Components of Trust
- Establishing Leader Credibility and Trust
- Developing Trust Bonds & Restoring Lost Trust Bonds
- Use of Assessments to Drive Action Planning

Assuming the Mantle: Preparing to Step Into a New Leadership Position
- Establishing Yourself and your Vision and Values
- Steps for the Critical First 90 Days
- Building your Team and a Supporting Coalition

Creating a Learning Organization and Leading Change
- Single Comprehensive Process Model
- Multi-level Approach to Leading Learning Organizations
- Leader Actions to Enhance Knowledge Creation and Diffusion at Individual, Social Levels

Promoting Engagement and Upward-Downward Communication
- Promoting Follower Innovation, Creativity, and Voice
- Loose-Tight Leadership and Creating Adaptive Teams
- Increasing Intrinsic Motivation and Initiative
- Overcoming Obstacles to Upward and Downward Voice
- Aligning Messages across Organization Levels

Strategic Thinking and Strategy
- Design Thinking, Strategic Thinking and Wisdom
- Model for Strategy Formulation, Planning, and Execution
- Nesting Strategic, Operational, and Tactical Levels
- Uncovering and Leveraging Core Competencies
- Processes to Develop and Disseminate Strategic Visions

Adaptive Leadership: Leading in Uncertain and Complex Environments
- Applying Complexity Theory to Organization Leadership
- Principles of Adaptive Leadership
- Shaping a Learning Mindset
- Leading in Crisis & Preparing the Organization for VUCA (Volatility, Uncertainty, Complexity, and Ambiguity)

Building a World Class Culture
- Understanding the Layers and Components of Culture
- Embedding Effective Cultures within Culture
- Leading Culture Change and Building a Leader Culture
- Transforming Culture through Leadership and Processes
- Advancing Focal Dimensions of Culture: High Performance, Ethical, Innovative, Safe, Diverse, etc.

Building and Leveraging Human, Social, and Psychological Capital
- Creating the Tripartite of Capital in Organizations
- Bolstering PsyCap: Hope, Optimism, Resiliency, Courage
- Leading in Symbolic, Structural and Human Domains
- Synergizing and Leveraging Capital to Fuel Performance

Business as a Noble Profession
- Explore the Concepts of the Nobility of and in Business
- Tenets of Professions Applied to Participants’ Businesses
- Building a Professional Culture, Ethos, and Mindset
- Developing and Certifying the Character and Competence of Professionals