



ST. EDWARDS UNIVERSITY

A Case Study



WHO

Dr. Tom Sechrest, Professor of Human Development & Leadership, Director of Master of Science in Leadership & Change Program, and Director of Doctorate of Leadership & Higher Education Program and his students.

- ✓ **125 Doctoral Students Currently or Finished**
- ✓ **100 Master Students Currently or Finished**

These courses are fully online with students joining in from around the world. Two-thirds have historically been women and approximately 60% of the students are minorities. They range in age from 28 to 75.

They also come from a variety of industries and organizations including private and public universities, community colleges, not-for-profit, government, or medical organizations, technology, financing, and more.

The Doctoral Program has two paths: Leadership and Change or Higher Education.





WHAT

The Complete Leader Assessment, TriMetrix HD, *The Complete Leader* book, and a 6-month membership to thecompleteleader.org



WHEN

Ongoing since 2015



WHERE

St. Edwards University in Austin, Texas



Since 2015, *The Complete Leader* has been required reading for St. Edwards students wishing to complete the Master of Science in Leadership & Change Program or the Doctorate of Leadership & Higher Education Program. Students also take both The Complete Leader Self-Assessment and TTI Success Insights' TriMetrix HD Assessment and participate in a guided debrief of these reports with Dr. Sechrest during their course.

Since adding these elements to his courses, Dr. Sechrest has noticed a profound impact on the students and their understanding of their own leadership style and competency levels.



The most surprising thing about the TriMetrix HD Report was how eerily and completely accurate it was! I found myself nodding my head in agreement as I turned each page and eventually stopped being surprised and became delighted with the thorough analysis it provided. Another thing that surprised me was how unsurprised I was by the findings. What I mean with this statement is that my own self-analysis, reflections, and frequent check-ins had made me acutely aware of areas where I thrive and skills in need of improvement. I was happily surprised to see that these personal accountability and mindfulness practices had proven very effective in identifying these same competencies and abilities.



-Student Reflection Exercise

He first heard of The Complete Leader through former TCL Faculty Member Ranjit Nair. At the time, Sechrest was planning an overhaul of the Masters Program curriculum and the creation of a new Doctoral Program in leadership. Nair was also a faculty member at St. Edwards at the time and suggested *The Complete Leader* to him.

“I read it and I knew right away that it was the book for us,” Sechrest said. “I immediately resonated with the four-part model that Ron Price and Randy Lisk developed: Leaders are clear thinkers, leaders lead themselves, leaders lead

others, and leaders are authentic. That model is perfectly aligned with our mission at the University and with my own philosophy of leadership development. It was a model that just worked.”

In their first course on leadership, Dr. Sechrest’s students spend an entire week on the TriMetrix HD assessment and report debrief. *The Complete Leader* book itself is a foundation textbook for both the Masters and Doctoral programs, according to Dr. Sechrest, and students spend time going over each of the competencies and their results from The Complete Leader Self-Assessment.

“*The assessments helped paint a better picture of the kind of leader that I am, and provided a better picture of what traits and characteristics I routinely use. After completing and reviewing the assessments, I have learned a lot about myself. I knew that I was far from a perfect leader, but I never had any hard-factual data that would help me take the next step and improve those skills and abilities. But now that I have these assessments, I can see that I have a lot of work to do—but the good news is I have the rest of my life to work on becoming a better leader.*”

–Student Reflection Exercise

The students also complete reflection papers on the assessments and their results, on the impact of those on their continual development as leaders, on the kind of leaders they hope to be, authenticity, and more.

“There isn’t a formula that everybody can follow to become a leader,” Dr. Sechrest said. “There isn’t a recipe. There’s no cookie cutter way to become a leader. And what a terrible world it would be if there was a cookie cutter recipe! Everybody would be the same kind of leader, and we don’t want everybody to be the same kind of leader. People lead in different ways.”





Dr. Sechrest hopes that every student uses these tools to find out for themselves how to be the kind of leader they want to be. They create Leadership Development Plans to focus on specific career goals, working to bring the big picture into focus with questions like,

- ✓ **How are you going to know when you've accomplished your goal?**
- ✓ **What's your timeline for accomplishing it?**
- ✓ **Whose help do you need to be able to accomplish this goal?**

Throughout both the Masters and the Doctoral Program, Dr. Sechrest notes that *The Complete Leader* continues to be a foundational text. He refers back to the four pillars and the 27 competencies

often, using both the book and thecompleteleader.org as a resource for his students.

"I'm so thankful to Ron and Randy for doing this work," he said. "And the other thing about *The Complete Leader*—I've used some textbooks in the past that that were really good textbooks, but they become dated. The world like keeps moving forward and things that were that were current and relevant 20 years ago may no longer be seen as such. But I've come to realize there's something timeless about the way *The Complete Leader* is written, and it's because these competencies are foundational elements. They're building blocks. If you remember nothing else except, 'Leaders are clear thinkers, leaders lead themselves, leaders lead others, and leaders are authentic,' that's what will serve you moving forward."

“ *If Ron and Randy are feeling positive vibes coming their way, a lot of them are coming out of Central Texas. Thank you for doing this work because it really is helping. It helps me to help other people who then help other people who then help other people. It's such an exponential impact on the world. Part of our mission at St. Edwards University is to make the world a better place, and I see what's happening as a result of TCL—we're making the world a better place by helping people to be more conscious in the way that they develop themselves as leaders.* ”

-Dr. Sechrest

