

THE LEADERSHIP FORMATION WORKSHOP

From competence to consequence | Four-hour interactive leadership experience

Leadership development is not simply about teaching people what to do. It is about forming the judgment, courage, reflection, and responsibility they bring to decisions with human consequences. This facilitator-led workshop turns the ideas from *The Formation Gap* keynote and *The Bonilla Formation Principle* into practical behaviors that leaders can use immediately.



WE TRAIN FOR COMPETENCE. WE FORM FOR CONSEQUENCE.

Format: 240 minutes, including two 10-minute breaks. Guided reflection, partner and small-group work, decision simulations, a leadership self-audit, and an individual 30-day action plan.

Designed for: Executives, emerging leaders, management teams, associations, nonprofits, disability and human services, higher education, and purpose-driven organizations.

THE EXPERIENCE: CONTENT & FLOW

1. Discover the Formation Gap

Participants examine the difference between learning a competency and forming judgment when policies or checklists do not supply a complete answer. **Activity:** Leadership Reflection—revisit a consequential decision and identify what it revealed.

2. The Manual Ends Here

Teams tackle a fictional scenario with competing priorities, incomplete information, and people whose voices must be heard. They practice identifying safeguards, asking better questions, and recognizing assumptions. **Activity:** Small-group decision challenge and debrief.

3. The Bonilla Formation Principle

Experience, Reflection, Judgment, Courage, and Responsibility form a continuous cycle. Participants apply all five elements to a leadership dilemma and discover where their own decision-making could improve. **Activity:** The Formation Cycle.

4. The Formation Audit

A structured, non-validated reflection tool helps leaders review five dimensions: Voice and Choice, Speak-Up Culture, Mentoring for Judgment, Practice Under Uncertainty, and Reflection and Repair. **Activity:** Individual ratings, peer discussion, and priority selection.

5. Mentoring, Courage & the Empty Chair

Participants practice guiding others toward independent judgment rather than providing quick answers. The Empty Chair Test asks whose perspective is missing from a consequential decision. **Activities:** Paired mentoring practice and the Empty Chair discussion.

6. The Leadership Decision Lab

Teams evaluate a hypothetical AI- or data-informed recommendation. They test assumptions, consider accuracy and privacy, identify who is affected, and retain human accountability. **Activity:** Decision simulation and group defense of reasoning.

7. Close the Gap: 30-Day Commitment

Each leader selects one priority behavior, names a specific action and accountability partner, and defines an observable sign of improvement. **Activity:** Personal 30-Day Leadership Action Plan.

PRACTICAL TAKEAWAYS & OUTCOMES

Participants leave with tools they can immediately apply with their teams—not just ideas to remember.

The Bonilla Formation Principle

A memorable cycle for debriefing experiences and developing judgment.

The Formation Audit

Five discussion prompts for identifying leadership-culture strengths and gaps; not a certification or compliance score.

Leadership Decision Framework

A disciplined way to identify whose voice matters, weigh risks and rights, and remain accountable.

Mentoring Questions

Prompts such as: What do you know? What are you assuming? Who is affected? What if you are wrong?

The Empty Chair Test

A practical reminder to meaningfully include people affected by decisions.

Participant Workbook & 30-Day Plan

A record of reflections, activity outcomes, a specific commitment, and a measure of progress.

SAMPLE FOUR-HOUR AGENDA

Welcome & reflection	15 min	Break	10 min
Understanding the gap	20 min	Mentoring & Empty Chair	35 min
Decision challenge	30 min	AI Decision Lab	30 min
Break	10 min	30-day action planning	20 min
Formation Principle	35 min	Close & evaluation	5 min
Formation Audit	30 min		

KEY QUESTION

“Who are your people becoming while they’re learning what to do?”

Customization: Scenarios, language, and debrief emphasis can be adapted to the audience and organization. The workshop builds on *The Formation Gap* keynote and *The Bonilla Formation Principle*; it can also be delivered as a stand-alone learning experience.

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