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Values Based Leadership

Class Length 2 Day(s)
Prerequisites None

Overview

The Leadership Journey is a discussion-based approach to corporate values, individual competencies, and improved individual and team effectiveness. The course is highlighted by in depth discussions on values-based leadership examples from other corporations. The Leadership Journey builds on a foundation of Myers-Briggs Type Indicator Profiles to enhance communication ability.

Participants utilize these new skills to discuss direction of their company and improve their performance toward corporate goals.
• Use Myers-Briggs Type Indicator Profiles to improve communication effectiveness
• Open discussion on company direction and values
• Team exercises to apply and remember items discussed

Target Audience

New managers, supervisors and learning professionals responsible for management development and leadership training

The Problem

• Lack of discussion and everyday application of your company's values, mission, and vision
• Communication between management and individual contributors is empty and improvement is needed
• Morale is low and enthusiasm is needed to exceed core corporate objectives

Our Solution

To Learn to...
• Demonstrate skills in vertical and horizontal communication
• Discuss, understand, and apply corporate values to achieve objectives
• Partake in open corporate discussions on values and become motivated to be creative in their careers

Course Outline

Participants spend the first half-day interactively learning Myers-Briggs Type Indicator Profiles and seeing the benefits of appropriate communication styles.

The rest of the first day introduces corporate values, discussions around specific company goals, and how individuals contribute to the success of the company. This is achieved through very creative and fun team exercises.

The second day places individuals into small teams where an activity is assigned and delivered to the large group. The exercise is memorable and insightful.

This highly interactive and skillfully facilitated course is remembered and applied long after the two days are over.

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Effective Leadership

Class Length 2 Day(s)
Prerequisites None

Overview

The elements of situational and grass roots leadership will be examined from a personal, team and organizational perspective. Leadership models from a variety of perspectives will be discussed. This workshop will incorporate classroom instruction, experiential activities, and small group discussion.

Target Audience

Managers, supervisors, and leaders responsible for the development and leadership of others

The Problem

- I lack a personal model of leadership utilizing my strengths
- I lack a creative way to communicate my vision for how I will lead my team or organization
- I don't know how to be a leader without being the formal leader of my team

Our Solution

To Learn to...
- Explore effective components of leadership on three levels: the individual, team, and corporation
- Assess your current personal leadership styles
- Acquire new skills to further develop leadership effectiveness
- Diagnose what others need and match leadership style to needs
- Lead from any chair
- Define the power of value-based leadership
- Create a personal development plan for further leadership development

Course Outline

- Introductions, Convening Activities, and Objectives
- Goal Setting and Four Principles
- Music Session I — Vision
- Initiative #1 — Blind polygon
- Small Group Leadership Is/Is Not (Good Leader/Bad Leader)
- Values-Based Leadership Actions
- Initiative #2 — Corporate culture
- Grassroots Leadership
- Diagnosing Development Level (Situational Leadership)
- Music Session II — Skills (leading from anywhere)
- Initiative #3 — Puzzle
- Values-Based Leadership Actions
- Personal Board Of Directors
- Music Session III — Leading
- Commitment Letter
- Closing

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Fundamental Leadership Skills

Class Length 3 - 5 Day(s) *Prerequisites* None

Overview

This workshop will help participants with the fundamentals needed to develop and improve their effectiveness as a leader.

Participants will build on their previously successful experience in leadership situations in order to achieve higher levels of personal performance and productivity.

This program develops leadership skills by using "followership" as a method to determine one's leadership abilities. They will learn to identify and apply the skills of other effective leaders, deal with value challenges, and gain followers.

Target Audience

New leaders

The Problem

- Organizations are struggling to fill the leadership gap left by downsizing, up-sizing, or retirement
- There are challenges to achieving corporate goals
- Communicating, motivating, and engaging direct reports takes time leaders often don't have

Our Solution

To Learn to...

- Acquire the skills of an effective leader, the blocks of leadership, and the Trinity of Leadership Roles
- Identify preferred communication styles
- Utilize your strengths, manage your weaknesses and communicate more effectively to others
- Practice the three levels of listening and the effective use of questions to "hear" what is going on from your direct reports and others in your organization
- Deal with challenges to values and how to resolve differences

Course Outline

- **Module 1:** Describe the leadership characteristics of successful leaders, describe the leadership needs of a situation through the use of the Dimension of Leadership Profile, The Trinity of Leadership Roles which includes their role as manager of the business, change leader and human asset leverage

- **Module 2:** Use the DiSC® Personal Profile System to identify his/her own behavior and management style

- **Module 3:** Discover the impact of five different listening approaches and how to match the approach to communication needs, Personal Listening Profile, use the effective Spiraling Questioning Techniques

- **Module 4:** Eight steps to message development and persuasiveness

- **Module 5:** Identifying our own values, respecting differences and resolving conflicts over values, resolving third party conflicts

- **Module 6:** Explore why major change poses a challenge to organizations, Managing Work Expectations Profile or The Transitions Profile

- **Module 7:** Motivate others through the use of positive feedback

- **Module 8:** Performance management, information about planning, appraising and coaching, performance appraisal, goal setting

- **Module 9:** How to give negative feedback and coaching for a disciplinary situation

- **Module 10:** Goal setting and aligning corporate goals, communicating those goals to direct reports, effective delegation for accomplishment of goals

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Coaching Skills for Leaders

Class Length 2 Day(s)
Prerequisites None

Overview

Great coaches inspire great achievement and recent studies indicate that coaching can increase performance by up to 20% or more. Coaching is the quickest and most effective method of developing employees. Good coaching and performance management leads to an attitude that is oriented towards solutions and continual improvement rather than blame.

Participants will learn about two types of coaching: micro-coaching and developmental coaching. Micro-coaching is about taking advantage of those 5-10 minute opportunities throughout the day to help employees remove obstacles.

Participants will also learn techniques to manage the longer developmental Coaching conversation.

Target Audience

Leaders looking to coach employees or those who are required by company policy and need techniques to be successful

The Problem

- Leaders use the excuse that they don't have time to coach and therefore employees are not as productive as they could be
- Leaders are not comfortable with the emotional side of coaching
- Coaching conversations lead to emotional reactions

Our Solution

To Learn to...

- Identify strategies to overcome the personal and organizational roadblocks to effective coaching
- Define a three step dialogue for "on-target" coaching so
more positive reinforcement is done
- Define a four step planning and coaching method for micro-coaching to take advantage of those quick moments
available for coaching
- Utilize the four coaching styles and how to select and utilize the correct coaching style for the coachee
- Apply a five step model for coaching conversations to
coach employees to higher levels of performance when a longer conversation is needed for repeated poor performance
- Evaluate and manage potential coaching conflicts using the SOS method

Course Outline

- **Recognizing Coaching Opportunities:** Identify and strategize organizational and personal roadblocks to coaching, demonstrate the use of a performance analysis flow chart to recognize coaching opportunities

- **Conducting ON-Target Coaching:** Describe the three step process for conducting on-target coaching, practice delivering on-target coaching

- **Conducting OFF-Target Coaching:** Explain the Know- Do-Feel guide to be used to prepare for all coaching situations, describe the four step micro-coaching dialogue, explain the five step model for conducting in-depth coaching, practice coaching in customized role-play situations

- **Diffusing Coaching Conflicts:** Identify the eight common mistakes coaches make, explain the SOS method to reduce conflicts while coaching, practice the SOS method

- **Asking For and Receiving Feedback Professionally:**
practice the Feed forward method of asking for feedback, list the seven secrets for receiving feedback professionally

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Influencing Corporate Culture

Class Length 3 - 5 Day(s) *Prerequisites* None

Overview

This workshop tackles the tough stuff. It is about creating a corporate culture that enables people to perform at their peak. Corporate culture can randomly evolve or your managers can create and nurture one.

They can only do that if they have the Emotional Intelligence and leadership skills to do so.

Target Audience

Managers, leaders, and supervisors

The Problem

- Difficulty getting management and employees to work together to create a more successful business
- Challenges impacting your corporate culture
- Lack of skills to help your organization transform to increase productivity and respond more quickly to market demands

Our Solution

To Learn to...

- Acquire the skills to be an emotionally intelligent leader
- Build trust through coaching and counseling skills
- Diagnose performance problems, delegate and motivate
- Develop leadership in yourself and others

Course Outline

- **Module 1:** This module will start with an Emotional Intelligence Quotient Inventory.

Participants will evaluate their competency in 15 areas of emotional intelligence including self-awareness, empathy, self-control, and problem solving.

- **Module 2:** This module will explain the coaching process framework. It will also define the roles and Responsibilities of both the coach and coached. It will explain when to use each of the techniques of informing, guiding, collaborating, and confirming.

- **Module 3:** Utilizing a Performance Action planner, participants will learn to analyze employees for willingness and ability to perform a job. Next, they will practice techniques for improving and communicating about the performance.

They will also examine the use of effective delegation techniques for employee development.

- **Module 4:** This module will examine the many dimensions of leadership and participants will assess and discuss their beliefs and style of leadership.

The workshop will end with goal setting and action plans.

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Delegation Dilemma

Class Length 1 Day(s)
Prerequisites None

Overview

This workshop provides help for managers who are reluctant to delegate. There are many reasons why managers are reluctant to delegate responsibilities that affect the achievement of organizational goals.

There are often as many different reasons as there are managers.

It may be due to lack of skill, a need to control things, or even unwillingness to give up "pet" projects they feel most confident about.

Whatever the reason, this workshop will explore the barriers, the benefits, and the how-to's of delegating.

Target Audience

Anyone that manages others and is reluctant or finding it challenging to delegate

The Problem

- Challenges with delegating because managers think they are the only ones who can get it done "right"
- Confusion about what tasks to delegate and what not to delegate
- Feeling guilty about delegating because everyone is already over-loaded

Our Solution

To Learn to...

- Identify your personal roadblocks of delegating
- Execute the five steps to effective delegation
- Distinguish between what should and should not be delegated

Course Outline

• Module 1:

This module will help participants identify their personal roadblocks to using delegation more often.

Common roadblocks are: need to control, perfectionism, lack of organizational skills, and guilt or fear of asking others for help. Emotional roadblocks must be cleared before effective delegation skills can be learned.

• Module 2:

This module will include the use of a performance management tool.

We will review DiSC®. If organizations have not done DiSC®, we recommend the use of the Personal Profile System here.

The performance management tool will help managers identify style preferences of employees, their willingness and their ability to do a task, so managers can target their communication for increased effectiveness.

• Module 3:

This module will help participants understand and practice the five steps to effective delegation. We will also practice giving effective feedback to improve performance of delegated tasks.

• Module 4:

This module will help managers understand tasks that can and cannot be delegated. We will also look at delegation as a skill development tool for employees.

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Managing Employee Performance

Class Length 1½ Day(s) *Prerequisites* None

Overview

Inspiring someone to be their best is no easy task. How do you manage for optimum performance? How do you create a motivating environment that encourages people to go beyond their best? This workshop will define the process and provide practice and tools to deliver an effective employee performance plan.

Target Audience

Leaders, managers, and supervisors who are responsible for coaching and mentoring employees for improved performance

The Problem

- Employees not meeting goals and expectations
- Frustrated managers
- Inadequate documentation of explaining employee problems
- Difficulty in putting together and delivering performance evaluations

Our Solution

To Learn to...

- Define the performance management cycle
- Identify and clearly communicate goals and expectations
- Identify and resolve performance problems
- Identify the documentation requirements in the performance management cycle
- Distinguish when to contact Human Resources and what data to provide
- Give a constructive and effective performance evaluation

Course Outline

- **Defining The Process**
- **Setting Goals and Expectations:** Identifying and communicating goals
- **Identifying Performance Problems**
- **Coaching and Feedback:** Communication styles, forms of coaching and feedback, documentation
- **Counseling:** When to provide counseling, documentation
- **Performance Evaluations:** Principles of performance evaluations, gathering the data, documentation, giving a performance evaluation
- **Working With Human Resources/Employee Relations**
- **Scenarios**

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Coaching For Performance

Class Length 1 -2 Day(s) Prerequisites None

Overview
Coaching for Performance focuses on developing the critical skills needed to coach employees who are meeting expectations and to coaching employees who are not meeting expectations.

This is a highly interactive and practical competency-based workshop designed to equip leaders with the necessary interpersonal, coaching, and counseling skills to address employee performance and behavior in order to improve their motivation and productivity.

Target Audience
Anyone that is responsible for managing and coaching the performance of others

The Problem
• Many leaders do not understand how the performance management process, which is driven by coaching, leads to improved performance
• Coaching skills are lacking or confused with mentoring
• Most organizations lack a common language and set of coaching techniques
• Performance goal setting and performance tracking are imbedded in an ineffective performance management Process

Our Solution
To Learn to...

• Conduct performance coaching sessions with their employees as needed — when work performance/ behavior is not up to expectations
• Conduct performance counseling interviews whenever an employee's work performance/behavior falls well below standard
• Use performance interviewing skills effectively

Course Outline

• Understanding and Managing Behaviors: Each attendee completes an online DiSC® Assessment. During the workshop, this assessment is leveraged to ensure that the attendee understands his or her behavioral strengths and weaknesses and how to read and leverage behaviors in others.

• Reframing the Issue: Common mental models that make it more difficult for a manager to gain agreement with an employee about the existence of and resolution to a performance problem. You will be introduced to more effective ways to think about these situations.

• Performance Coaching Practices: You will learn about two critical performance coaching practices that are especially effective in working with an employee to resolve a performance issue: broadly framing the issue and engaging the employee.

• Hidden Performance Influences: Several key factors may influence an employee's performance, unbeknownst to the manager.

• The Coaching Plan: Guidelines for creating an effective plan to help an employee make needed improvements.

• Developmental Feedback: The characteristics of effective feedback for performance issues.

• The Feedback Process: A framework that allows managers to provide developmental feedback effectively, by engaging the employee.

• Handling Disagreement: A framework for handling disagreement in difficult feedback situations.

• Kolb's Learning Cycle

• Using the Managing Performance Action Planner. This tool, which is based on DiSC, is used to prepare for the performance review and improvement cycles.

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Building Leaders

Class Length 1 Day(s)
Prerequisites None
Pre-work Everything DiSC Work for Leaders Profile

Overview

This program is designed to leverage best practices, to maximize the Everything DiSC Work of Leaders Profile that connects to real-world demands, to generate powerful conversations that provide a clear path for action.

It focuses on leadership: the relationship of one-to-many, rather than management, the relationship of one-to-one.

Target Audience

Organization leaders

The Problem

Many leaders with strategic responsibility struggle with the leadership skills and techniques related to corporate or organizational vision:

- How to define a vision
- How to gain alignment for the vision
- How to execute the vision

Our Solution

To Learn to...

- Develop the skills needed to lead your organization
- Present focused, specific ideas
- Make your points clear to others
- Gain commitment and buy in
- Project confident when communicating your vision

Course Outline

- Learn about the DiSC model and how it informs the role of leader.
- Learn about the Everything DiSC Work of Leaders process and how your DiSC style influences your behavior in each step of the process.
- Learn three drivers of crafting a vision.
- Understand the behaviors that characterize each driver and how they may impact a leader's effectiveness.
- Discover how you approach each driver of vision.
- Learn about three drivers of alignment.
- Understand the behaviors that characterize each driver and how they may impact a leader's effectiveness.
- Discover how you approach each driver of alignment.
- Learn about three drivers of execution.
- Understand the behaviors that characterize each driver and how they may impact a leader's effectiveness.
- Discover how you approach each driver of execution.
- Learn about your strengths and challenges in the Work of Leaders process.
- Identify the benefits of improving on your challenge areas.
- Write an action plan for improvement in one challenge area.

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Building Managers

Class Length 1 Day(s)
Prerequisites None
Pre-work Everything DiSC Management Profile

Overview

This program is designed to leverage best practices, to maximize the Everything DiSC Management Profile that connects to real-world demands, to generate powerful conversations that provide a clear path for action.

It focuses on management; the relationship of one-to-one rather than leadership; the relationship of one-to-many.

Target Audience

Anyone who helps others to improve their performance

The Problem

Many managers have not mastered the specific skills needed to effectively manage others.

Our Solution

To Learn to...

- Develop the skills needed to effectively manage others
- Identify the behaviors you exhibit that add value to the management of others
- Evaluate the behaviors you exhibit that need improvement
- Communicate to meet the other person's expectations
- Gain consensus in difficult situations
- Read others

Course Outline

- Learn about the DiSC® model and how it informs the role of manager.
- Discover your management style on the Everything DiSC Management Map.
- Explore the priorities that drive your management style.
- Explore the influence your management style has on how you manage time, make decisions, and approach problems.
- Discover how your style helps shape your day as a manager.
- Learn a method for recognizing other people's DiSC styles.
- Learn about your natural directing and delegating style.
- Identify the directing and delegating needs of different people.
- Write an action plan for improving how you direct and delegate to a person you manage.
- Learn how you affect the motivation of others.
- Recognize what different people find motivating and demotivating.
- Write an action plan for creating a more motivating environment for someone you manage.
- Learn about your natural style of developing others.
- Identify the development preferences of different people.
- Write an action plan for developing a specific employee.
- Consider how your manager might see you.
- Discover different approaches for getting buy-in from your manager.
- Write an action plan for improving how you work with your manager.

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Workload Management

Class Length Customized *Prerequisites* None

Overview

Work teams will often tell you that they now have half the people to do twice the work. Sometimes it's because of budget cuts, mergers and acquisitions, layoffs, outdated role descriptions, and a cultural shift due to changing demands over time.

Morale declines. People are stressed and employee engagement decreases. Projects fall through the cracks deadlines are missed.

A study at Temple University shows when people "reach cognitive and information overload," brain activity declines in the portion of the brain responsible for making decisions and controlling emotions.

The result: people start making bad decisions and errors increase. This workshop will help participants gain control of their workload and learn solutions to increase productivity and improve morale.

Target Audience

Anyone who believes they have too much work and not enough time to produce a quality result

The Problem

- Productivity declines, deadlines are missed, work must be redone due to increase in mistakes and errors
- Employees feel overwhelmed and lose the ability to prioritize tasks
- Teams become dysfunctional with individuals looking out for their own best interests rather than the teams

Our Solution

To Learn to...

- Engage employees in identifying the source(s) of overload, duplication, simplification, and process improvement opportunities (seeking insights from those closest to the work)
- Create an expert center highlighting employee key strengths to build capacity and to establish a culture that encourages a coaching environment
- Provide tools and empowerment mindset to reframe individuals around workload
- Enroll leadership in outputs and facilitate consensus around priority focus areas, funding, and timing
- Identify a sponsor and facilitate identification of project teams to develop and execute agreed to deliverables with excellence
- Develop a holistic action and communication plan to easily track and recognize progress and quick wins to drive momentum and excitement

Course Outline

Pre-Workshop

- Two weeks prior to workshop, attendees will receive a one-page matrix that they will be instructed to complete and bring to the workshop. The matrix will identify where their pain is. For instance, if they attend a meeting they believe was not productive, they will mark that on their matrix. If they are asked to do a task that they don't have the proper tools or skills, they need to mark that as well.
- One-on-one interview with stakeholders to understand the current landscape and what drivers they perceive could be contributing to overload.

Day of Training

- Where is the Pain? & Where is the Opportunity?
-- At their tables, participants will share their personal matrix.

A leader will be selected to capture the top five common themes.
Each work team will report out their findings.
A facilitated discussion will follow on the biggest themes.

- What is the Solution?
-- Participants will then be able to self-select a theme they want to work on. At the newly formed teams, participants will come up with solutions to reduce the overload for that theme.
- Assess Your Own Productivity
-- Participants will take an assessment and then be provided with some techniques to increase their personal productivity.
- Create A Circle Of Experts
-- Participants identify an area where they want to be called on for their expertise. Perhaps, it's using Excel or PowerPoint.

Other team members know if they have to use a particular tool and are struggling with it, they can go to the expert. They will save time and reduce their stress.
Participants commit to the circle before leaving the workshop.

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Personal Leadership: Developing the Leader Within

Class Length Blended approach: 2 day ILT plus pre and post webinar work, optional follow-up coaching suggested
Prerequisites None

Overview

Personal leadership is the leadership of the self. It is not an academic exercise of finding the correct buzz words and phrases that make up your leadership philosophy. Personal leadership involves a self-reflective journey within. It means you've made a conscious decision to be awake to your automatic reactions and behaviors.

Personal leadership means you are willing to look at situations as a "moment of choice" where you choose to reach higher, reflect on being your best, and discern the most effective way to proceed.

In order to optimize those "moments of choice" you must first find your inner compass. That compass is discovered through exploring your beliefs, values, experiences, strengths, and level of emotional intelligence. It is only after that exploration that you will begin the work of designing a vision or direction for your leadership and life.

Practicing personal leadership then is about moving with perseverance and persistence in the direction of the vision you created grounded in who you are and what you value.

Target Audience

Anyone who is stepping into a leadership role or taking on a challenging leadership assignment, anyone who needs inner guidance during times of uncertainty and change, anyone who wants to maximize their confidence and competence when working with others, anyone who knows that to effectively lead others we must first be able to lead ourselves

The Problem

- I do not have a model to follow to build my personal leadership plan.
- I need a plan for my personal leadership in order to execute the corporate goals.
- I lack a creative way to communicate my vision for how I will lead my team or organization.

Our Solution

To Learn to...

- Self-reflect in five crucial areas of your life
- Use Emotional Intelligence to apply a three-step process during times of challenge
- Identify and prioritize your values
- Assess your top two strength roles
- Apply a four-step process to design your personal leadership vision
- Create action steps to live your personal leadership vision daily.

Course Outline

Pre-Workshop

- Pre-work: Online assessment to identify strength roles.
- Webinar: Introduction and assessment discussion.

Day of Training

- Define Personal Leadership:
-- List the five areas of self-reflection necessary to achieve clarity around a personal leadership vision
-- Identify the four steps necessary for creating and living personal leadership vision daily.

- Self-reflection
-- Examine the personal, professional, and cultural beliefs that may be impacting your behaviors and decisions
-- Analyze significant life experiences and reflect on lessons learned
-- Clarify and prioritize your values
-- Utilize a three-step emotional intelligence process to analyze and manage your emotions during times of stress
-- Reflect on the roles in your life and how you use your strengths and manage your time

- Create a Personal Leadership Vision to live by
-- Describe the five-step process used to turn Personal Leadership possibilities into reality
-- Use the four Ps for personal leadership vision writing
-- Identify best practices for resiliently living as a personal leader daily
-- List action steps for creating new habits on their personal leadership path

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