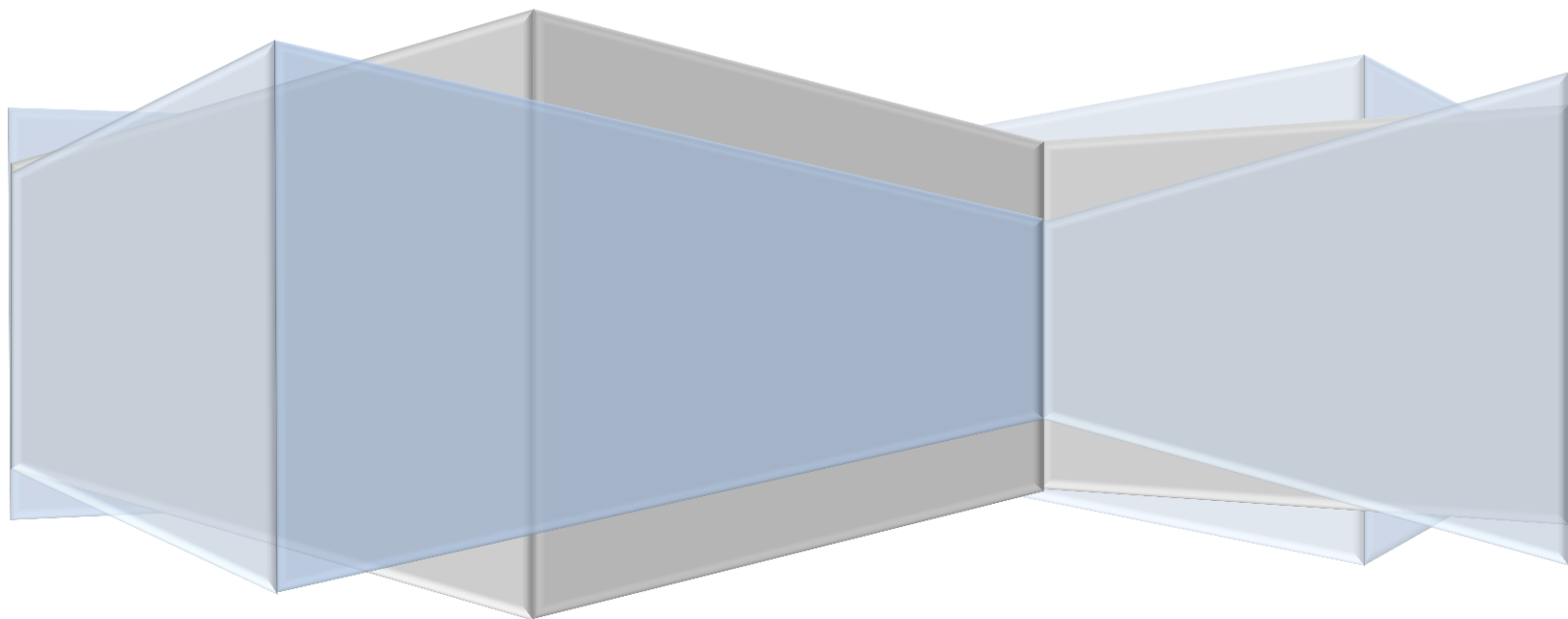




Performance Improvement

The Leadership Series

A Three-day Course



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» Specific course duration (Half-day, One-day, Two-day, Three-day), content pieces, and exercises, are determined after consultation and are based upon the needs of the client group.

Day One – Leadership Concepts

1. Welcome and Introduction

- A. The growing demands for “leaders” today
- B. General amenities and housekeeping
- C. Agenda and course objectives

2. A Discussion of Leadership

- A. Leadership – historically and today
- B. Making a paradigm shift
- C. What makes an effective leader?
- D. Eventful vs. Event-Making leaders
- E. Fred Fiedler’s Leadership Assessment

3. *En garde!* The pitfalls of leading

- A. It’s lonely at the top
- B. Understanding motivation
- C. The “Abilene Paradox”

4. Different Leadership Applications

- A. Personal Leadership
- B. Interpersonal Leadership
- C. Supervisory Skills Self-Assessment

5. A Leader’s Image

- A. A book is always judged by its cover—How are you perceived?
- B. How the Perceptual Process relates to our behaviors and those we supervise/lead.
- C. What messages are you sending?
- D. Learning to project confidence and competence

6. Developing Personal Power

- A. Authority...What does it really mean?
- B. Assertive vs. Aggressive
- C. Building your network & using your power effectively

7. Working with Men/Working with Women

- A. Gender differences in communication, management, and leadership styles
- B. You don't have to like someone to work with him/her
- C. "One of the guys"
- D. Managing, coaching interacting with different personalities without losing sight of your own goals

8. Leadership and Interpersonal Interactions

- A. Essential interaction skills
- B. Assertiveness and Responsiveness variables
- C. Understanding our own communication style

Day Two – A Leader's Role

1. The Roles of Supervisors, Managers, and Leaders

- A. Members of the management team
- B. Supervisors— "between a rock & a hard place"
- C. Roles require different skill sets

2. The Decision-Making Process

- A. Leaders vs. Managers
- B. Types of decisions
- C. Impact of leaders' decisions
- D. Thinking "gray"
- E. When to ask for help from a facilitator
- F. Practice your skills

3. Coaching and Mentoring

- A. Coaching...the all-encompassing managerial skill
- B. A Model for Coaching
- C. Creating the right environment for the coaching contact
- D. Interpersonal Communication skills—Verbal and Non-verbal
- E. Setting the parameters for discussion

4. Obtaining the Employee's Perception

- A. Beyond "Active Listening"
- B. Tips for improving listening skills

5. Presenting the Standard(s) and Desired Performance

- A. Feedback...the hallmark of coaching
- B. Using concrete/objective observations and terms
- C. Knowing Company policy
- D. Job Performance Counseling and Corrective Action
- E. Counseling Planning Form

6. Managing Change Processes

- A. Dealing with resistant employees
- B. Change and resistance to change
- C. What if an employee doesn't agree?

7. Developing an Action Plan

- A. Motivating employees...is it possible to motivate others?
- B. Setting SMART Goals
- C. Influence—what kind do you have?/what kind do you use?
- D. Evaluation of employees
- E. Providing feedback (positive/negative) with concrete examples

8. Building a Coaching Culture

- A. Commitment and the Employee's Future Performance
- B. Different strokes for different folks—what is the reward?
- C. Recognition—what works/what doesn't

Day Three – Miscellaneous Managerial & Leadership Functions

1. Influencing People

- A. Personal power vs. position power
- B. Trust-building
- C. What is "the new work ethic"

2. Delegation

- A. Four key skills for giving instructions
- B. Effective coaches align strengths with tasks
- C. Letting go
- D. Five steps to Effective Delegation

4. The Participative Problem Solving Model

- A. Understanding the seven steps
- B. Putting the model to use
- C. Effective job planning
- D. Appreciative Inquiry

5. Understanding Conflict

- A. Why we avoid conflict
- B. Constructive vs. destructive conflict
- C. Conflict is not a "four-letter word"
- D. Reading the environment and responding to it

6. Conflict Resolution

- A. Five resolution styles
- B. Different styles for different people
- C. A win/win philosophy
- D. The courage to confront/ the courage to be honest

7. Matrix Management, Remote Management and Managing Multiple Locations

- A. The changing workplace/ the pressures of multiple groups
- B. Technology and communication
- C. Establishing expectations—yours and theirs
- D. You can't be everywhere at once, so...

8. Collaboration—the Matrix Management Requirement

- A. Heightened communication needs
- B. The periodic immersion
- C. Creating a sense of team versus group
- D. The valuable and necessary “team meeting”
- E. Turf
- F. “So...I report to...?”

9. Summary and conclusion

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The following is a baseline price range. Fees vary depending upon extent of customization, and number and experience level of trainers/facilitators involved in the intervention. Preferred client and volume discounts are available. Not-for-profit agencies also may receive a rate reduction.

Three-day workshop \$12,400 - 16,100

Travel expenses billed separately

