

# Leadership Curriculum

Vital Learning's **Leadership Series** curriculum provides your leaders with the skills they need to be a complete, effective leader in today's complex work environment. Each module provides practical solutions by supplying new and experienced leaders with down to earth "how to" techniques and strategies to improve the performance of the teams they lead. At the same time, the two programs, **Leadership Essentials** and **Leadership Plus**, offer the most comprehensive approach available to the leadership challenges of today.

All Leadership Series modules include pre-tests, post-tests and skill practices. Each can be customized to reflect your specific business or industry. Videos in all modules represent today's workplace environments and scenarios. Delivery options are designed to fit your complex work environment and include: *Classroom, Online, or Blended*.

## **Leadership Essentials (available Online, Classroom, Blended)**

A curriculum of twelve core modules to address the recurring management challenges every leader confronts on a daily basis. Each of these modules is available via Online, Classroom, or Blended delivery to fit your environment.

### **Essential Skills of Leadership**

Managers and team leaders will be able to:

#### **Maintain and Enhance Team Member Self-Esteem**

This is probably the single most important skill a manager or team leader can have. It is the ability to provide direction, evaluate performance, correct work habits, deal with complaints, and resolve conflicts while supporting a team member's sense of self-respect and dignity.

#### **Focus on Behavior**

Problems on the job are solved more effectively and less stressfully when managers and team leaders deal with what people do rather than with their attitudes or personal characteristics.

#### **Encourage Team Member Participation**

Involving team members in decision-making, problem solving, and other non-routine, on-the-job activities are one of the manager's or team leader's key motivational tools.

### **Essential Skills of Communicating**

Managers and team leaders will be able to:

#### **Create a Climate of Open Communication**

The bedrock of good communication is openness—the extent to which the organization and its people support the free exchange of open, honest communication. Openness contributes more to a positive communication climate than any other factor.

*More >>*

### ***Design Clear, Concise Messages***

Messages that are well designed are clear and concise. Managers and team leaders need to organize their thoughts and speak to each team member's level of understanding.

### ***Manage Nonverbal Behaviors Effectively***

Voice tone, intonation, facial expressions, gestures, and posture are some of the nonverbal factors that managers and team leaders must understand and learn to use for effective communication.

### ***Listen to Communicate***

Effective communication cannot take place without effective listening, which includes the ability to reflect, probe, support, and advise.

### ***Coaching Job Skills***

Upon completion of this module, the team leader will have the skills to conduct a successful meeting with a team member on how to perform a job, task or skill. The team leader will also learn how to distinguish between performance problems that require coaching and those that can best be handled by some other means.

### ***Communicating Up***

Most managers and team leaders realize the importance of upward communication, but few accept the responsibility for the quality and effectiveness of communicating with their own managers. Managers and team leaders will learn how to frame communication so that a desired result is achieved.

### ***Managing Complaints***

As the leaders on the front line, managers and team leaders are often the first to hear team member complaints. And though sometimes they may seem to be unimportant, each complaint should be addressed and resolved. This module shows how to resolve simple complaints and identify the "hidden agendas" that so often underlie the chronic grievances.

### ***Delegating***

This module gives valuable insights into and practice of the "Three W's" of effective delegation: *When* should team leaders delegate?; *Whom* should they delegate to?; and *What* explanation should they give to team members? *Delegating* also shows how to use delegation as a motivational tool, and improve team members' skills.

### ***Developing Performance Goals and Standards***

Unless your managers and team leaders are successful in spelling out the organization's specific goals, their team members are not going to know how to meet those objectives. This module shows participants how to establish specific, measurable, attainable, result-oriented, and time-framed performance standards. It then illustrates the steps that gain team member agreement and commitment to those performance standards.

### ***Effective Discipline***

Most of us dislike having to discipline team members because feelings can be easily hurt and resentment can linger for a long time. The skills your managers and team leaders will learn in *Effective Discipline* will preserve team members' self respect and egos while changing the unacceptable behavior. This process encourages the best kind of discipline-self-discipline. It also motivates team members to accomplish their goals and work well within the organization.

### **Improving Work Habits**

Absenteeism . . . Repeated tardiness . . . Conduct . . . Dress code. If your team leaders are faced with these or other work habit issues, this module will show them how to address these issues. Merely quoting company regulations to the noncompliant worker will not solve the problem. The truly effective team leader immediately addresses poor work habits in a supportive, non-threatening way.

### **Providing Performance Feedback**

This module shows the way evaluation is done by the experts. First, relevant performance standards are established. Then, the team member's own performance evaluation is solicited. This accomplished, the stage is set for a summary evaluation that will be clear and credible to the team member.

### **Resolving Conflicts**

Whenever people work together, conflicts arise. They may be simple misunderstandings that your managers and team leaders can clear up. Or they may reveal subtle, but pervasive, morale problems that threaten to tear the delicate fabric of your organization. This module shows managers and team leaders how to explore a conflict and get to the heart of the problem to correct it before it's too late.

### **Supporting Change**

As the link between management goals and the frontline labor force, the manager or team leader is the key to supporting change. Dealing with the "comfort level" of team members and involving them in detailed discussions will facilitate their acceptance of new ways of doing things. This module shows managers and team leaders how to introduce change without inducing defensive reactions.

For more details contact us at:  
Ph. 210.641.2450 | Fax 210.641.2447  
[www.sharbeck.com](http://www.sharbeck.com)