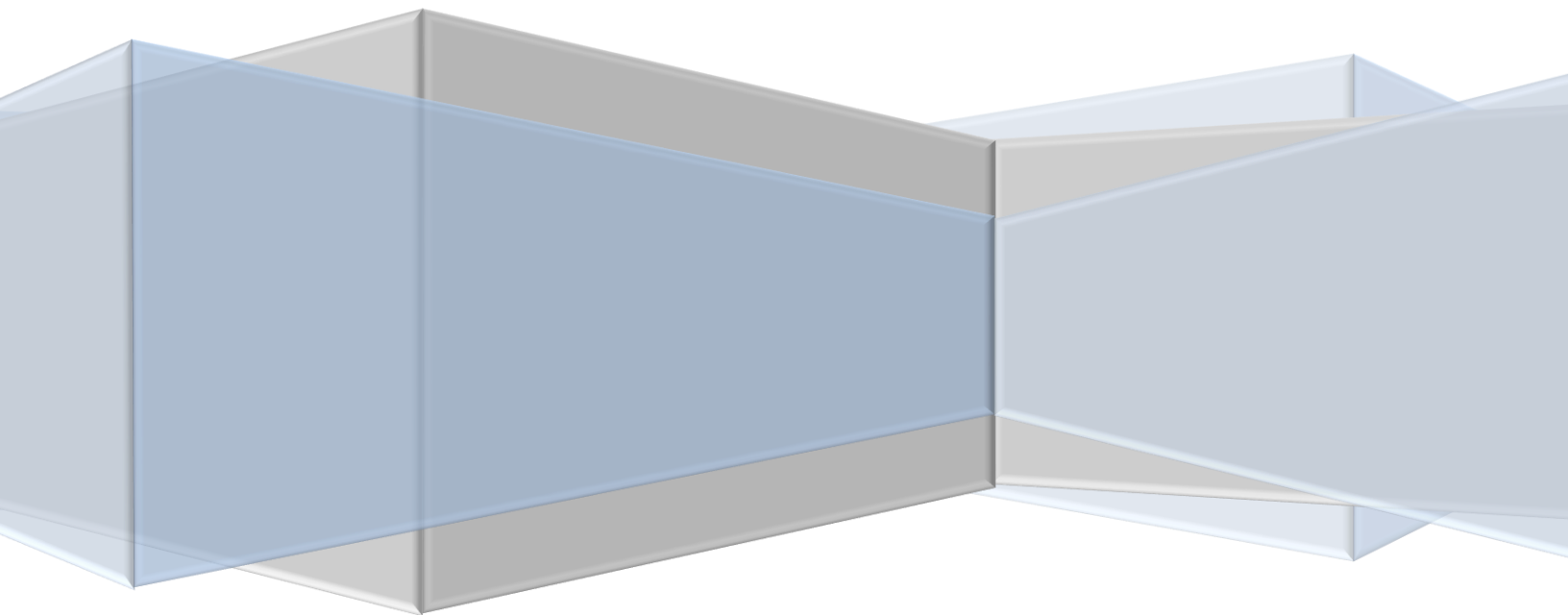# The Leadership Series

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

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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

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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

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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 - 17,100

Travel expenses billed separately