

# DEVELOPING LEADERS

All sessions are 3.5 hours. Pre-work required for each session. Delivered in-person or virtually via Zoom. Session size: 10-24 participants

## Leading Self

### DEVELOPING A LEADERSHIP MINDSET

“What got you here won’t get you there.” When individual contributors are promoted to leader, it is often because they were technically excellent at their job. An effective leader learns how to complement that competence with the ability to guide individuals to reach their potential as they produce intended results for the organization.

Objectives:

- Express the shift needed to make the transition to thinking like a leader.
- Describe the characteristics & application of the servant leadership perspective.
- Define key leadership strategies to demonstrate this leadership mindset: delegate to develop, build a collaborative team, lead with care & communicate to connect.

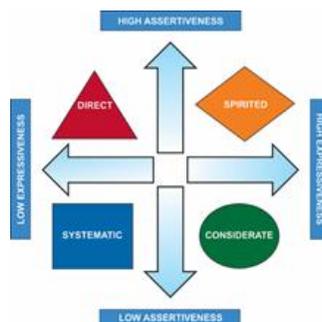
### DEVELOPING YOUR LEADERSHIP STYLE

Effective leaders draw out the best performance from their employees by understanding behavioral style and flexing to meet the needs of individual employees—who may or may not share the same style. With increased awareness of their own style and a practical mental framework to build upon, participants can assess and adjust their actions, interpret the behavior of others, and improve their ability to win hearts and minds in any situation calling for effective leadership.

Objectives:

- Explain the concepts that underlie behavior, communication & leadership styles.
- Understand your personal style, its strengths, and opportunities for growth as a leader.
- Learn how to "flex" personal style to motivate and interact most effectively with others.

This session uses the HRDQ “What’s My Leadership Style?” Profile (similar to DiSC or Social Styles):



# Leading Others

## INTRODUCTION TO PERFORMANCE MANAGEMENT

Performance that gets results doesn't happen by chance. It must be planned, discussed, and reinforced by leaders in partnership with their employees. This means an on-going cycle of communicating expectations, collaboratively setting goals and a plan for achieving them, providing feedback & coaching, and recognizing and rewarding desired outcomes. In this session, leaders discover how to set-up employees for success through proven performance management principles and processes.

Objectives:

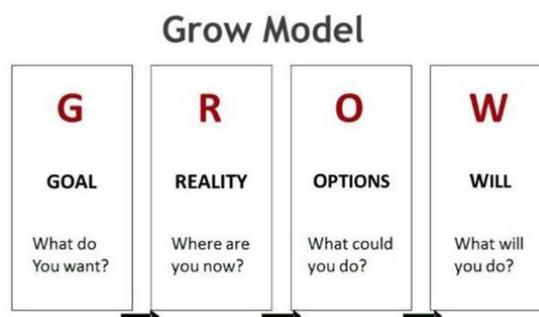
- Establish clearly defined, measurable expectations & goals as the central tenet of performance management.
- Explore tools & strategies for observing, collecting, and documenting employee performance.
- Enable real-time continuous feedback & coaching practices.
- Tips for discussing and recognizing performance that meets or exceeds expectations.

## COACHING FOR EXCELLENT PERFORMANCE

To increase individual performance, and ultimately productivity, leaders must recognize the need for employees to be invested in their work. Developing relationships with staff is critical in helping them feel engaged. In this workshop, leaders learn the key elements of building a successful coaching relationship and how to best implement them using a step-by-step coaching process.

Objectives:

- Identify the foundational characteristics of workplace coaching for developing others.
- Use the ST-A-R feedback model to reinforce behavior.
- Recognize effective coaching questions.
- Apply skills using the G-R-O-W framework for coaching conversations.



# Leading Others (cont.)

## MANAGING PERFORMANCE PROBLEMS (OPTIONAL)

Most employees come to work wanting to do a good job. So, what gets in their way? In this session, leaders change their focus from 'fixing' an employee to a more forward-looking way to improve performance through constructive conversations and identifying and breaking down barriers to success.

- Define performance.
- Understand what contributes to performance problems.
- Use a framework to diagnose and address performance problems.
- Conduct productive discussions centered on creating a successful future rather than looking for blame or shame in the past.

## LEADING INDIVIDUAL CHANGE (OPTIONAL)

Front-line leaders are often in an unenviable position when it comes to leading change. Facing rallying the troops to accept and embrace change that they, themselves may not fully understand, be a part of or even agree with, leaders need to learn there is an art and science to creating a successful change environment. The session begins by understanding the transition process and how it affects leaders and the people who report to them. Then, leaders learn strategies for supporting others in coming to terms with change in the workplace.

Objectives:

- Understand the 'what' and 'why' of change management versus transition management.
- Diagnose and address common barriers to individual change.
- Plan for the change leader role.
- Learn strategies to navigate resistance to change.

## BUILDING EFFECTIVE TEAMS (OPTIONAL)

Effective teams don't just happen because talented people are grouped together to accomplish a task. They are cohesive and productive because the team is built with intention and attention to structure, systems, and support. In this session, leaders learn the fundamental ingredients for making teams work.

Objectives:

- Understand a model that creates a strong base for teams to be successful.
- Recognize and address common barriers to teamwork.
- Establish sound group practices for productive meetings and healthy conversations.