

## OVERALL PROGRAM OBJECTIVES

- Understand the skills, behaviors, and attitudes needed for effective leadership
- Provide tools for connecting and engaging teams and individual reports
- Understand the psychology of employee engagement and satisfaction
- Learn skills for analyzing employee developmental needs and customize an approach for improving employee performance



## SESSION 1 - ROLE OF THE LEADER

The Role Of The Leader is the introductory session for the program. It sets the stage for understanding the important role leaders play in the success of the organization and the qualities, skills, and traits required of highly effective leaders. They complete a self-assessment to identify their current leader skill level, and experience the impact that poor leadership has on the effectiveness of the team.

## SESSION 2 - MANAGING DIFFERENT PERSONALITIES

Effective communication is an essential skill for leaders at all levels of the organization. This session introduces a model and language for understanding personality and communication differences, while providing clear and practical tools for adapting communication to be more effective in the workplace. Based on the DiSC Workplace profile, participants will gain valuable insight into their own style while developing strategies for working with styles different than their own.

## SESSION 3 - MOTIVATING AND ENGAGING EMPLOYEES

This session takes a close look at the psychology behind what brings out the best performance in employees. Using the Gallup organization's research on employee engagement, the session is designed to help organizations understand the actions and behaviors necessary to create an engaged workforce. Learners analyze the current level of engagement in their organization, and identify potential causes of disengagement. They will use this information to brainstorm interventions to help improve the engagement and satisfaction on their teams.

## SESSION 4 - TEAMWORK AND COLLABORATION

This interactive session allows participants to experience teamwork through various activities requiring effective communication, dialogue, and problem-solving skills. Leaders will assess their team's current strengths and weaknesses and then learn a model for improving performance based on six key elements for developing effective teams.

## SESSION 5 - COMMUNICATION EFFECTIVENESS

The most important skill for a leader to have is the ability to communicate effectively. In this session, leaders learn the core skills of listening, and giving praise and recognition. They will learn how adapting their communication approach can result in greater cooperation, reduced conflict, and more productive work environments.

## SESSION 6 - MANAGING PERFORMANCE I- PROVIDING CLEAR DIRECTION

Individual contributors need a specific understanding of what is expected by the leader, not only in how they perform certain tasks but also how they are to behave and act within their role on the team. Often, leaders fail to communicate clearly and specifically what they want, resulting in poor performance, increased frustration, and lower morale. This session provides activities and tools for clearly communicating what is expected on the job, as well as ways to provide ongoing feedback and monitoring of performance.

## SESSION 7 - MANAGING PERFORMANCE II - EMPLOYEE DEVELOPMENT MODEL

One of the challenges many leaders face is identifying who to give their time and attention. Having a clear blueprint for managing employee development helps leaders better utilize their time and energy. The Employee Development Model provides a clear framework for analyzing employee needs, and tailoring communication to meet those needs. As part of the session, participants will assess their current leadership approach and analyze current employees with whom they want to develop.

## SESSION 8- COACHING FOR COMMITMENT

This session provides a framework for how to conduct a coaching conversation with someone whose performance is below standards. Leaders will explore the behaviors needed for effective coaching, view examples of effective and ineffective coaching techniques, and use a structured process for planning for a coaching conversation.

## SESSION 9 - MANAGING CONFLICT

Conflict is a normal part of the workplace. When it is handled appropriately, conflict can result in better solutions and effective problem solving. When conflict is destructive, it has the potential for negatively impacting team cohesion, group morale, and engagement levels within the organization. This session provides clear strategies and techniques for effectively managing conflict on the team.

## SESSION 10 - MANAGING CHANGE

Front line leaders are often in the position of having to communicate changes that occur from upper management. Sometimes those changes are unwelcome by individual contributors. It is important for front line leaders to understand the emotional reaction employees have to change and how to best manage those reactions while supporting the direction of the organization. This session provides an overview on the impact of change within an organization, and tools for best planning for and conducting a change conversation with the team.