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## LEADERSHIP DEVELOPMENT PROGRAM

As an organization, developing your leaders is the most effective way to improve organizational performance and successfully attract and retain talented employees. That is because leaders have such a profound impact on the quality of the daily employment experience of employees.

Common Elements of a Leadership Development Program:

- **Leadership Profile**

Leadership development takes many forms. Using a variety of venues is ideal because not everyone learns the same way or at the same pace. Nor does every leader start on the same point of the leadership learning curve. That is why creating a foundation on which to build your Leadership Development Program (LDP) is so important. Start by creating a Leadership Profile - which is sometimes called a leadership competency model / list of attributes / road map - customized to your organization. Then build your LDP based on that road map.

- **Leadership Learning Workshops**

Workshops are designed to develop the skills of leaders, improve their relationships with the people they lead as well as advance employee and their own performance. Using a mix of group discussion, case studies, role playing and exercises, participants are provided opportunity to understand effective techniques and learn by doing and from each other. Workshops may be delivered in full or half day sessions and can be positioned as stand alone skills building modules or as an integrated LDP. A list of sample topics is provided below.

- **Best Practice Learning Group for Leaders**

Host an ongoing series of working sessions so that leaders help each other with the most challenging situations; discuss potential changes to people practices in a safe & confidential environment and peer coach each other. Considerations: leaders may determine the topics in advance, pre-work (such as reading a relevant book, article or assessing something about their own organization), internal or external professional facilitators and guest speakers with subject matter expertise. Pre-requisite: coaching or facilitation workshops. (Best Practice Learning Group concept is appropriate for other employee groups who have common challenges & would benefit from learning from each other. Consider software to support learning groups whose members are located in multiple sites.)

- **Coaching**

Coaching is a collaborative process that equips people with the right environment, questions, feedback and opportunities to develop themselves and become more effective. Coaching helps people think through current challenges and plan how to effectively deal with them. Coaching encourages the application of new skills to real world situations and reflection on those new experiences. Changing behavior requires a change in thinking and coaching is a very effective way to do that given recent discoveries in neuroscience. The focus is on: solutions not problems, self-discovery and commitment to action.

- **Challenging Assignments**

Workshops, learning groups and coaching are very effective leadership development venues when coupled with challenging on the job work assignments. Consider: special projects, job rotations and stretch assignments to provide ample opportunity to apply new skills, know how and behavior.

- **External Learning Groups**

Professional Associations and continuing education are just a couple of ways to get exposure to new ideas within your own functional expertise or outside of it (include: borrowing ideas used outside your industry) and can prompt innovation and creativity.

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## **SAMPLE LEADERSHIP LEARNING WORKSHOPS**

**Value** - Workshops provide a solid basis for:

- exposure to effective techniques
- building skills by practicing new techniques in a safe environment
- establishing a common language and bond among peers within the organization
- communicating the importance of expected behavioral changes to improve organizational results

### **Recruit Top Talent**

There is risk with every new hire you make. Reduce that risk by using easy, repeatable approaches to define exactly what you want and need from a new hire and gather critical information during the interview so that you make the best choice. Practice using the techniques (3 ring hiring model and behavior based interviewing technique – a life skill). Making top talent selections is a win for you, your organization and job candidates.

### **Fuel Peak Performance through Coaching**

Studies reveal that the most effective way to improve the performance of people is to provide them real-time coaching and feedback. In this session you will learn the coaching process and effective techniques plus have opportunity to practice using them. Coaching is a life skill. Accelerate the development of yourself, your peers and your employees by mastering the art of coaching.

### **Facilitate Change**

One of the only constants in life and in work is change. Understand how to facilitate change so you are prepared to successfully lead your team. Learn how to: assess the impact on people - process - structure, plan to implement and communicate the change, minimize resistance, garner support, monitor results and support and reward people for their adaptability and successes.

### **Lead a Multi-Generational Workforce**

Are you managing three or four generations of employees? Do their requests sometimes seem over the top? Learn about key events that shaped each generation's attitudes about work, leadership and expectations on their employment experience. Learn what you can do to be flexible while still producing expected results. Create a plan for working with your multi-generational team.

### **Align Your Workforce with Organizational Goals**

Learn to use a flexible methodology for aligning your workforce to organizational goals then adapt for your own needs. Discover the foundation on which a solid Talent Strategy is built, the importance of the customer's perspective and key business processes, conduct a workforce gap analysis and select and prioritize initiatives that result in peak performance. Get familiar with the final two phases: implementation and measuring effectiveness. Receive a copy of the "Talent Strategy Tool Kit™".

### **Develop People Bench Strength for the Future**

Everyone loves to work for a leader who helps them grow and develop. And as a leader your legacy resides not just with the results you generate today but how prepared your employees are to carry the torch tomorrow. Learn to plan and support the development of individuals' knowledge, skills, and abilities to help them meet current and future job requirements. (Integrate into succession planning. Recommend prior completion of "Align Your Workforce with Organizational Goals")

## **High Performance Team Development**

*conduct sessions below as stand alone workshops or integrated into a complete team development program*

### **Refresher on Team Basics**

Learn: how to define a team, 5 Attributes of High-Performance Teams, Elements of team charter, Team within organizational context and stakeholders.

### **Assess the Team's Current State**

Prior to the session, each team member completes an assessment. The results will be discussed to better understand the team's starting point, areas of strength and development.

### **Improve Personal & Team Effectiveness through Communication Style Awareness**

Bring out the best in people by understanding your own communication style, recognizing and valuing the communication styles of others, beginning to flex your style for improved communication, greater effectiveness, reduced conflict, and enhanced individual and team performance. Prior to the workshop, each participant completes the DiSC Classic online assessment and receives an individual DiSC Classic Report. Applications: new or existing teams, initiation of coaching.



### **Solve Problems and Make Decisions Efficiently**

Learn how to explore the root causes of problems, identify and evaluate alternative options, surface risks and plan for the best, most probable and worst case scenarios. Learn the different models of decision making, when to delegate and when to call the shots yourself based on content and company culture.

### **Manage Conflict to Strengthen Performance & Relationships**

Learn about the different types of conflict, the ladder of inference which can shape how we think and contribute to conflict, obstacles that can stifle discussion and how to overcome them. Brainstorm, decide and commit to a Conflict Code of Conduct your team chooses to use for handling conflict.

### **Commit to Team Operating Principles**

Brainstorm, decide and commit to the operating principles your team will adopt and how to measure follow-through. Sample operating principles: meeting structure, behavior, communication methods and tools, timeline for responding to one another, how to integrate flexible work schedules.

## **Facilitate Group Discussions**

Operating as a true facilitator means you take responsibility for the dynamic group processes while participants take the lead for the content. Learn how to plan for the sessions you facilitate: set goals and clarify expected outcomes, the methods and tools, group norms, establishing a productive environment and handling difficult situations and behaviors. Understand your role and core behaviors necessary to be an effective facilitator then practice using them.

## **Get Known for Managing Productive Meetings**

Understand the phases of effective meetings management. Identify the roles and responsibilities of key players including meeting manager, facilitator, recorder and participant. Learn how to improve your effectiveness at meetings regardless of your role. As meeting manager, get familiar with tools used to improve regular meetings. Get exposed to some practical group process techniques for brainstorming, making decisions, resolving conflict and setting priorities.