

TRAINING:

Adult learning theory states that lessons need to be applied and evaluated by adults for optimal learning. We integrate this theory into our training by incorporating individual exercises, role-play, teamwork, skill practice, coaching and evaluations. We provide tools that can be used back in the workplace to help apply the training to life.

A 360 degree feedback assessment can be administered prior to the workshop and the results and their impact will be discussed at the training.

This three-day workshop will be customized and have verbiage, role-plays and exercises that are “real-life” to your organization.

OBJECTIVES:

- Understand how to be a better communicator.
- Learn skills to effectively coach and motivate others.
- Develop the ability to present yourself as a confident leader.
- Create a strategy to lead your team to success.

COURSE CONTENT:

Topics to be covered include:

LEADER, MANAGER, BOSS

- What is the difference?
- Which are you?
- Balancing the three.
- Managing by objectives vs. micro-managing.
- Managers as role models - includes being on time, following up, practicing what you preach.

This module closes with a leadership self-assessment.

VISION AND STRATEGY

- Understanding corporate vision and strategy.
- Sharing the vision with your team.
- Gaining buy-in.
- Steering everyone in the right direction.
- Creating a strategy for your team.
- Leading the team.

UNDERSTANDING YOURSELF – THE KEY TO EFFECTIVE LEADERSHIP

- Results of 360 Feedback.
- Understanding what the feedback means.
- Capitalizing on your strengths and developing your areas for improvement.

Discussion of how to maximize these areas of strength and developing areas of improvement will continue throughout the workshop.

COMMUNICATING EFFECTIVELY – TO ALL LEVELS

The session opens with an interactive “drawing” exercise that demonstrates the importance of two-way communication. We emphasize the benefits of more face-to-face time with employees. Most managers have an “aha” moment at the conclusion of this exercise when they realize their impact on employee responses and behaviors. This leads into skill building for:

UTILIZING THE APPROPRIATE COMMUNICATION VEHICLE

When to and not to use:

- Face-to-face communication.
- Phone.
- Email.
- Voicemail.
- Meetings.

DISC BEHAVIOR STYLES

Participants learn to identify their own styles and the styles of others. This tool is used to improve communication and productivity. The four styles are:

- **Dominance** – focus is the bottom line. This person is assertive and to the point.
- **Influence** – focus is on creative ideas and influencing others. This person is also assertive and very people oriented.
- **Steadiness** – focus is on harmony, teamwork, and people. This person is less assertive but very team oriented.
- **Conscientiousness** – focus is on details and processes. This person is less assertive and enjoys working alone.

We discuss:

- Understanding your own style.
- Assessing the styles of those around you.
- Learning to be flexible to improve communication.

The module includes a variety of exercises that help participants understand how to communicate better and to see some of the humor in our different approaches.

POSITIVE VERBAL IMAGE

- How our word choice can have a positive or negative impact on others.
- Adjusting our words and tone so that others can “hear and understand” us.

EFFECTIVE BODY LANGUAGE

- Understanding messages that are sent and received.
- Adjusting to the other person’s style.

Body language sends a stronger message than words or tone yet we seldom practice it or look at what we do well and where we could improve. Each person is given feedback on their body language and the messages they may be sending.

ACTIVE LISTENING

We on focus being better listeners by:

- Utilizing attending skills.
- Asking open questions.
- Checking for understanding.
- Responding when appropriate.

This module includes a role-play of what “not to do” which adds an element of fun while still learning important skills.

GIVING FEEDBACK

We discuss the importance of regular feedback – **positive and constructive**. Emphasis is placed on proper timing, appropriate setting, and learning to “serve it up” so that the other person can hear and understand what is being said. Steps include:

- Ask permission.
- State what you observed – behaviors vs. judgments.
- Ask what it meant.
- Share the impact
- Ask employee for solutions.
- Summarize agreed upon action.

MOTIVATING OTHERS

- Your role as a motivator.
- What makes each team member tick.
- Secrets to successful motivators.
- How to negotiate when you can’t give someone what they want.

This includes an exercise that demonstrates how what motivates one person can actually de-motivate someone else.

Managers are encouraged to set up meetings with each employee to discuss what motivates them. A tool is provided that can be used during this one-on-one meeting and is given to each person.

COACHING OTHERS

The purpose of coaching is for improved performance. Participants learn how to:

- Conduct regular one-on-ones.
- Create the appropriate environment.
- Establish SMART goals and objectives.
- Identify resources.
- Develop an action contract.
- Implement strategies.
- Review and modify goals as needed.
- Use the coaching model.

Participants discuss and role-play real-life coaching situations.

ADMINISTERING DISCIPLINE – BEYOND COACHING

This module discusses:

- What to do when someone has been coached but no improvement is made.
- When to administer discipline.
- In what circumstances to administer discipline immediately.
- How to effectively manage the process.
- Legal aspects.

We will use your company's policies and procedures to teach managers this important skill.

CASE STUDIES - LEADING IN DIFFICULT SITUATIONS

- Participants to bring real-life situations to class.
- Small groups to discuss each situation.
- Brainstorm solutions to apply in the workplace.
- Present solutions and options to the group for feedback.

ACTION PLANNING

CLASS SIZE

Maximum class size is 16 participants.



EMERGING LEADERS

EXPENSES

The Training Edge, LLC will be reimbursed for all reasonable travel expenses for airline and ground transportation, hotel accommodations, meals, parking, tips and shipping of materials.