

Leadership & Management Curriculum

Classroom Offering



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Class Outlines

Classes are recommended to be customized to fit your organization's environment

Leading Through Change

Value	<ul style="list-style-type: none"> • Proactively managing and leading through change will make any change a much easier process • Knowing the emotional impact of change and how to navigate will help avoid unnecessary disruptions and emotions in teams
Objectives	<ul style="list-style-type: none"> • Articulate the difference between change and transition and the two perspectives of change management • Identify the role you play in change • Identify where you are in the transition curve of change • Encourage different points of view and help direct reports accept change • Identify actions to take to move yourself along the change curve
Topics	Detail
Difference between Change and Transition	<ul style="list-style-type: none"> • Identify when team is going through transition based on team/organizational changes
Perspective of Change Management	<ul style="list-style-type: none"> • Identify what teams concerns are when faced with change • Address those concerns from the viewpoint of the team (vs. from management)
Manager's Role in Change Change -Agent/Communicator/ Leader	<ul style="list-style-type: none"> • Adapt behavior based on "what to do" in each role to help team through change • Flex behavior based on what role is needed for the team
Process of Transition (Self and Team)	<ul style="list-style-type: none"> • Recognize the Process of Transition behaviors in themselves and their teams • Identify behaviors that provide clues as to where team members are in their process • Adjust leadership style to meet team members where they are in the process
Action Planning	<ul style="list-style-type: none"> • Identify what participants need to do to support their team in the Process of Transition • Implement those changes to encourage smoother adjustments to change
Logistics	<ul style="list-style-type: none"> • 3.5 – 6 hour classroom training • Recommended: customize to team's / company's change topic and deliver in a full-day format (6 hours) • No pre-work

Inspirational Leadership

Value	<ul style="list-style-type: none">• Taking a step back from day-to-day leadership to take a bigger picture view on personal leadership• Working with peers to build peer-connection and hold each other accountable (peer coaching) on the journey
Objectives	<ul style="list-style-type: none">• Define Inspirational Leadership• Understand Inspirational Leadership Model and its 5 Leadership Attributes• Create own Inspirational Leadership Model based on self-reflection and discussion with team and peers
Topics	Detail
Reflection	<ul style="list-style-type: none">• Reflection on personal leadership journey• Identify behaviors observed in role-models
Defining Inspirational Leadership	<ul style="list-style-type: none">• Understand intrinsic traits of inspirational leaders• Relate to own behaviors
Create own Leadership Model	<ul style="list-style-type: none">• Reflect to build, refine own leadership model• Discuss with peers, gain clarity on what I stand for
Action Planning	<ul style="list-style-type: none">• Commit to taking steps• Be open and transparent about own journey and aspirations
Logistics	<ul style="list-style-type: none">• 3.5 hour classroom training• Recommended: follow-up session• No pre-work

People Management 101

Value	<ul style="list-style-type: none"> • Frontline managers are key to the success of any medium to large company as they drive bottom-line impact through their teams. • People Management 101 provides the fundamentals of effective people management.
Objectives	<ul style="list-style-type: none"> • Understand role of manager and key leadership behaviors • Setting clear expectations and goals, and holding people accountable using effective feedback and coaching techniques • Effective Delegation • Situational Leadership Skills
Topics	Detail
Defining Your Role	<ul style="list-style-type: none"> • Can articulate the competencies required in their Leadership role • Understands key leadership / management distinctions
Managing Expectations	<ul style="list-style-type: none"> • Set expectations with their team • Revisit expectation as needed • Hold team accountable for meeting those expectations
Delivering Feedback	<ul style="list-style-type: none"> • Proactively holds difficult as well as constructive conversations • Provides effective feedback in a timely manner, and follows up to discuss any behavior changes • Holds others accountable for setting expectations in behavior
Situational Leadership Skills	<ul style="list-style-type: none"> • Identify the four Leadership Styles (delegating, supporting, guiding, directing) discussed in class and when to use each • Articulate which style they use the most • Demonstrate other styles for increased effectiveness
Delegation	<ul style="list-style-type: none"> • Identify appropriate tasks to delegate • Hold discussion to explore delegation opportunity (vs. just “dumping” tasks) • Agree to expectations around outcome, and follow-up after task is completed and provide feedback
Self Management	<ul style="list-style-type: none"> • Manage time and priorities more effectively (e.g. increased productivity, etc.) • Understands key principles of managing own emotions
Logistics	<ul style="list-style-type: none"> • 1 – 2 day training, based on number of areas of focus requested by client. Can be delivered in 3 separate 3.5-hour sessions (recommended). • No pre-work, but homework between sessions if delivered in 3 separate classes

Coaching Skills

Value	<ul style="list-style-type: none">• The ability to connect with team members on their challenges as well as their long-term goals has a proven positive impact on people's performance and motivation. Regular coaching will help avoid difficult situations with surprises, and reduce negative attrition.
Objectives	<ul style="list-style-type: none">• Define coaching and its purpose• Identify needs for spot coaching in your work as a manager• Create opportunities for coaching conversations• Practice and develop essential coaching skills
Topics	Detail
Key Concepts of Coaching	<ul style="list-style-type: none">• Articulate the difference between coaching and other forms of interaction (mentoring, providing feedback, teaching, etc.)• Demonstrate the ability to use the appropriate technique at the appropriate time• Effectively utilize the key components of Coaching (open ended questions, letting the coachee lead the discussion, etc.)
The Coaching Model – <ul style="list-style-type: none">• Establish the Framework• Exploring the Need• Build the Action Plan	<ul style="list-style-type: none">• Demonstrate the Coaching Model during live coaching sessions• Effectively coach to coachee's solutions, offering feedback and insights as required• Follow up on agreed solutions and hold coachee accountable to actions
Building Your Own Coaching Plan	<ul style="list-style-type: none">• Develop a Coaching Action Plan to continuously improve personal coaching skills• Modify the plan regularly based on feedback and skills acquired
Logistics	<ul style="list-style-type: none">• 4 hour classroom training• No pre-work

Coaching for Performance

Value	<ul style="list-style-type: none">• Coaching in the performance-driven environment, focusing on results, yet driving accountability of the individual in a motivating way• Has direct impact on team's and company's performance
Objectives	<ul style="list-style-type: none">• Define coaching and its purpose• Identify needs for spot coaching in your work as a manager• Create opportunities for coaching conversations• Practice and develop essential coaching skills• Coach for improved performance fulfillment and development
Topics	Detail
Weekly (Sales) Reviews	<ul style="list-style-type: none">• Hold weekly coaching sessions• Mgr is the 'guardian of the agenda' for the session:<ol style="list-style-type: none">1. Intro (goals of session)2. Review achievements3. Analyze current workload and priorities4. Build SMART goal for next week5. Close, offer support
Questioning and Listening	<ul style="list-style-type: none">• Lead conversations with questions• Actively listen and ask clarifying questions• Refrain from giving advice
SMART goals	<ul style="list-style-type: none">• Help coachee to build (a) SMART goal(s) for the next week or agreed timeframe• Ensure the SMART goals are followed-up on
Logistics	<ul style="list-style-type: none">• 1 day classroom training (6 hours)• Recommended: Implement Coaching for Performance as a <u>program</u>, to ensure change effectiveness:<ul style="list-style-type: none">• monthly follow-up of 90 minutes in group,• monthly individual observation with feedback for each manager. Will• Include a 90 minutes session with teams to help them understand objectives of coaching• No pre-work

Real Conversations

Value	<ul style="list-style-type: none"> • Knowing how to handle difficult conversations vs avoiding them will get challenges out of the way before they get bigger • A simple model is applicable to most cases and takes out the 'fear' of having these conversations
Objectives	<ul style="list-style-type: none"> • Overcome resistance to having difficult conversations • Recognize judgments and biases to ensure you have • Use the Real Conversations Model • Identify who you need to have a Real Conversation with, and what you need to do to have a successful conversation
Topics	Detail
Identify when a real conversation is required	<ul style="list-style-type: none"> • Define Feedback vs Real Conversation • Understand when to hold which type of conversations and plan accordingly
Overcome resistance to having a real conversation	<ul style="list-style-type: none"> • Proactively hold Real Conversations when required • Actively manage their own resistance to having Real Conversations
Strive for adequate balance between inquiry and advocacy	<ul style="list-style-type: none"> • Intentionally advocate when appropriate (doesn't default to this consistently) • Use inquiry to understand the position and thinking of the other person
Recognize judgments and biases	<ul style="list-style-type: none"> • Recognize own judgments and refrain from applying them in their own language
The Real Conversations Model	<p>Demonstrate the model:</p> <ul style="list-style-type: none"> • State the situation • Ask for a position • Provide your position • Find alignment and next steps
Logistics	<ul style="list-style-type: none"> • 3.5 hour classroom training • No pre-work • Will partly be based on People Management 101

Interviewing Skills

Value	<ul style="list-style-type: none">• Getting the right people in the right roles is critical for any business.• Costs of wrong fit to company are high, and can be drastically reduced with a consistent interviewing process and approach.
Objectives	<ul style="list-style-type: none">• Understand the hiring manager's role in the interview process• Create a better candidate experience• Describe/demonstrate the principles of behavioral interviewing• Define expectations of interviewers in the debrief process
Topics	Detail
Preparing for an Interview	<ul style="list-style-type: none">• Prepare thoroughly for an upcoming interview (looking at resume, knowing schedule, dressing appropriately, etc.)• Keep Outlook calendar up to date and Interview request accepted immediately
Assessing Competencies	<ul style="list-style-type: none">• Ask appropriate Interview questions• Employ the "funnel approach" – going from broad questions to more specific• Adequately assess competency level• Refrain from making decision on candidate while in interview room
Following Up after the Interview	<ul style="list-style-type: none">• Expectations, Introduction• Verbal and non-verbal communication
Logistics	<ul style="list-style-type: none">• 3.5 hour classroom training including role-play• No pre-work• Class can be customized to company's competency framework and hiring process (recommended, if available)

Emotional Intelligence

Value	<ul style="list-style-type: none"> • EQ impacts the way people work with each other as they become more self aware and aware of others. • EQ is a key differentiator for people’s personal career, and a prerequisite for effective people management.
Objectives	<ul style="list-style-type: none"> • Identify and describe the four components of the Goleman’s Emotional Intelligence • Explain how the components manifest at work and their impacts • Identify area(s) of emotional intelligence self-development • Identify strategies to improve participant’s own emotional intelligence
Topic	Detail
Value of Emotional Intelligence (EQ)	<ul style="list-style-type: none"> • Understand the value of EQ in business environment • Actively self-assess and work on one or more areas (might not share these with manager)
Self-Awareness	<ul style="list-style-type: none"> • Know his/her triggers • Is self-aware of own patterns
Self-Management	<ul style="list-style-type: none"> • Lead with conscious intention • Align what he/she says, does, prioritizes, measures • Able to manage his/her reactions
Social Awareness	<ul style="list-style-type: none"> • Understand what’s happening in / with others or in a group • Adapts his/her style to what’s needed
Relationship Management	<ul style="list-style-type: none"> • Bring all the above together in managing relationships with team & stakeholders • Understand own impact on engagement
How to increase EQ	<ul style="list-style-type: none"> • Complete assessment, pick an area to work on, apply strategies in book, and measure progress, potentially with manager or a peer or a coach
Logistics	<ul style="list-style-type: none"> • 3.5 hour classroom training • No pre-work • Book: Emotional Intelligence 2.0 per participant

Presentation Skills

Value

- Effectively present your project/story to an audience with different background/knowledge

Objectives

- Learn to prepare and run effective presentations that lead to results.

Topics

Detail

Structure

- From Goal to Flow to Storyline

Setting the Stage

- Know your space
- Know your audience

Opening, Presence, and Communication

- Expectations, Introduction
- Verbal and non-verbal communication

Fear

- Overcoming and dealing with fear, uncomfortable moments

Logistics

- 1 full day with 8 students
- Pre-work: short business-relevant presentation (non-complex content)
- Optional: students also review course content as pre-work (benefit: more time to practice)
- Equipment: video-cam, or: every student brings their smartphone to record themselves
- 3 rounds of practice are recommended

Your Personal Brand

Value	<ul style="list-style-type: none">• Helping individuals get clear(er) on where they want to go, what they want to be known for, and how the current position will support them on their journey. Valuable for both managers and individual contributors.
Objectives	<ul style="list-style-type: none">• Define personal brand• Identify what creates your personal brand• Consider what personal brand they would like to create• Create an action plan for creating and executing on their own personal brand
Topics	Detail
What is a Personal Brand? Why would you want a Personal Brand?	<ul style="list-style-type: none">• Articulate what a personal brand is and why it is important
What is your Personal Brand?	<ul style="list-style-type: none">• Research and define own personal brand• Create plan for leveraging/further defining personal brand
Logistics	<ul style="list-style-type: none">• 3.5 hour classroom training• No pre-work

DISC Team Workshop

Value	<ul style="list-style-type: none">• Great tool for managers to know their team better and start using common 'language' to motivate team and lead through challenges.• Good for team building and creating trust within a team.
Objectives	<ul style="list-style-type: none">• Understand Extended DISC model• Understand own personality traits and preferences when working and communicating with others• Understand value of traits and preferences of others on the team• Learn how to better communicate and work together as a team, taking advantage of differences vs just accepting them
Topics	Detail
Value of DISC	<ul style="list-style-type: none">• Understand the Extended DISC model with the 4 key quadrants• Acknowledge the value of diversity in team
Personal DISC	<ul style="list-style-type: none">• Understand own preferences, how they link to strengths and perceived weaknesses (or blind spots)• Acknowledge own preferences as part of the team
Team's DISC	<ul style="list-style-type: none">• Learn about other team member's DISC• Have fun discovering and value other team member's DISC 'in action'
Action Planning	<ul style="list-style-type: none">• Make a 'team call' on how to integrate DISC into everyday work
Logistics	<ul style="list-style-type: none">• 3 hour classroom training for manager with entire team (8-16 people are ideal).• Requires each participant to complete DISC assessment online, at least 5 working days prior to session (10-20 minutes time investment)