

## Leadership Lessons That Work

**Course Code:** 1400

**Course Duration:** 4 days

As a manager, it is your job to get work done through others. You may have been placed in the supervisory role because of your technical expertise, but your role is no longer that of the individual contributor. Success as a manager comes from knowing how to align the team to organizational objectives and keep them motivated and focused. It is dependent on one's ability to: set clear expectations, provide productive feedback, motivate the team, influence team behavior and delegate. Activities such as strategic planning and competitive analysis consume about two percent or three percent of middle management's time and represent 90 percent of the training received. The vast majority of what managers do relates to interpersonal skills and ensuring that work gets done on time and correctly; in other words, on management rather than strategy. No matter what level of manager you are, you need to learn the tools and tricks of how to "manage others." This is the course for you (and probably your boss, too).

**Course Description:** This course provides a solid grounding in the core disciplines of management. The emphasis is not on planning, but rather on the skills necessary to put a plan into action. Application activities provide robust experiences in each of the topic areas including leadership, communication, delegation, motivation, building teams and aligning teams to goals. Class discussions and exercises on these scenarios allow students to dissect and apply relevant skills in a real world setting.

### Topics List:

- Communication
- Delegation
- Motivation
- BRIA model for effective feedback
- Conflict resolution
- Managing difficult people
- Multigenerational management
- Effective teams
- Remote teams
- Aligning teams to strategy
- Coaching

### Outline

1. The Role of the Manager
  - a. Defining managing and leading
  - b. Managing and leading others
  - c. Maslow's Hierarchy of Needs and the impact on motivating others
  - d. Differentiating between rewards and recognition
  - e. Describing the impact of rewards and recognition on performance

2. Communicating Effectively
  - a. Recognizing the ingredients of effective communications
  - b. The BRIA feedback model
  - c. Constructive and reinforcing feedback
  - d. Planning for Effective, Efficient, Successful communications
  - e. People Styles and how different styles interact
  
3. Neuro-Linguistic Programming
  - a. Defining Neuro-Linguistic Programming
  - b. The importance of rapport and congruence on communication outcomes
  - c. The impact of context and life content
  - d. How to use language effectively to communicate your message
  - e. Understanding obstacles to successful communication
  - f. Understanding the impact of body language and culture on communication
  
4. Multi-Generational Workforce
  - a. Characteristics of the four main generations working today
  - b. Defining each generation in terms of technology, media and work style
  - c. Modify your leadership style to work with generational differences
  
5. Understanding Teams
  - a. The characteristics of an effective team
  - b. The four stages of team development
  - c. Diagnosing and solve for team ineffectiveness
  - d. Differentiating between team-building and team performance
  - e. The attributes of an average team and a high performance team
  
6. Aligning Teams to Strategy
  - a. Defining the strategy for yourself
  - b. Aligning the team to strategy
  - c. Reducing resistance to change
  - d. Adapting your Leadership Style
  
7. Coaching
  - a. Diagnosing competence and commitment
  - b. The difference between providing structure, coaching, supporting and delegating
  - c. The process for effectively delegating
  
8. Managing Virtual Teams
  - a. The virtues and challenges of virtual teams
  - b. The keys to success when leading and managing virtual teams
  - c. The elements of building trust
  - d. Adapting your communication strategies to fit the audience and message

**Who Should Attend:** Senior managers, middle managers, program managers, project managers, team leaders, functional leaders, project leads, supervisors.