

Course ID

**LEAD**

Course Duration

**1 day**

Course Title

**Leadership: Be the Leader Others Want to Follow!**

**Related Courses**

- Coaching for Superior Performance (COACH, 2 days)
- Step up to Supervision! (SUPERVISE, 1 day)

**Aimed At**

Whether or not you have any direct reports (and how few or how many), as long as you need to work with or through others to make things happen, you are in fact a leader. This course will show you how to lead with style and ease. Leaders at all levels, with or without 'manager' in their job title, will benefit from this course.

**Group Size**

7-25

**Prerequisites**

There are no formal prerequisites. However, if you have worked six plus months in supervisory or leadership capacity or have taken Step up to Supervision! (see Related Courses), you will be able to appreciate the issues dealt with here.

**Course in a Nutshell**

In this course, you will learn how your own leadership style impacts what you accomplish as a leader. You will acquire the skills and techniques that will help you become the kind of leader that others want to follow.

We will show you how to interpret your team's mission to its members, guide them through frustrating circumstances, motivate those who feel overwhelmed and torn between your expectations and their other priorities, and prepare them to take on new initiatives and challenges. You will learn how to align your leadership style with that of your organization as well as tailor it to what works best with a given individual. We'll teach you how to use the feedback and coaching mechanisms to build competence and commitment, how to motivate and inspire, and how to build cohesion and loyalty to prevent turnover. Before the course is over, we will help you create a customized step-by-step plan for leading your team to certain success.

**Customize It!**

Customize this course at little-to-no additional cost to your specific needs:

- Tell us about any special issues faced by your team -- such as a major project ramp-up, a period of rapid change or uncertainty, overwork or frustration, or attrition -- and we'll tailor the course to address your particular challenges.
- If your team has lost its drive, we can help you re-energize them by including a module on motivating and influencing in difficult situations.
- If you like, we can include a module on the Myers Briggs, DISC or other suitable profile to help evaluate team preferences and discuss how they impact leadership styles.

## Learn How To

- Coordinate day-to-day activities with the strategic mission while readying employees for new initiatives
- Recognize the variation in individual leadership style preferences and align your style with that of your superiors, colleagues, and subordinates
- Employ team-strengthening strategies that help you motivate, inspire, and build commitment
- Create an environment that unleashes positive energy and creates a desire for improvement and success
- Use practiced, real-world scenarios to resolve challenges and dismantle barriers
- Learn to delegate tasks in a manner that helps you focus on the big things while building your employees' skill and accountability
- Use coaching tools to provide your employees with performance feedback and guidance
- Use feedback mechanisms that balance the employee's needs for continuous improvement against his self-esteem
- Understand what you can do to keep a highly marketable employee from leaving the company
- Adapt to change, both as a leader and follower
- Determine the 'tipping point' for a new initiative and create a plan to make an initiative tip
- Recognize the symptoms of team dysfunction due to resistance to change and design an influence strategy for moving the team into positive territory
- Develop a six-step strategy to thrive in times of turmoil, making change your ally

## Course Outline

- Introduction to Course and Leadership
  - Welcome and introductions
  - Course objectives and road map
  - Discussion: What makes a leader?
- Leadership Defined, Leadership Issues Explored
  - Leadership, power and management: What's the difference?
  - Video: Leadership Is
  - Debrief and discussion: Defining leadership styles
  - Recognizing the traits and competencies of a successful leader
  - Leadership at all levels of an organization ("I've moved up, what do I keep and what do I let go")
  - Case study: Manager's promoted from within – how to design a successful leadership strategy
  - Leaders inspiring and motivating
  - Exercise: Motivational styles
  - Game: How do people want to be rewarded?

- Leadership Styles: Myers Briggs and Leading Others (can be replaced by DISC or a competency-based profile)
  - Administer and score MBTI
  - Discussion and group work: Understanding personality differences
  - Group work: Leading J's and P's
  - Group work: I's vs. E's – questions determine strongly held biases of the other type
  - Group exercise: Leading others with decision making, communicating, and information gathering differences
  - Case study: Leading vs. following (determining when following is actually the best leadership strategy)
  
- Leading a Team
  - Discussion: Designing vision, values and strategies
  - Defining a team (and what a team is not!)
  - Game: The Benefits of a team
  - Case study: Working with the 'misfit team'
  - Case study: Inclusion
  
- Creating a Tipping Point for Change
  - Discussion: Tipping a change
  - Discussion: Model for change and anticipated movement through change
  - Case study: Reaction to change
  - Chaos theory and how humans adapt to change
  - Case study: Leading others through difficult change
  - Video and discussion: Paradigms and change
  
- Create an Environment that Supports, Develops, and Motivates
  - Case Study: Why is Arthur resigning?
  - Discussion: A three-phase process for employee improvement and development
  - Case study: Setting employees up for success
  - Case study: Building plans that develop and motivate employees at all levels
  - Creating self-motivation in any employee by changing the environment
  
- Feedback That Makes a Difference
  - Role play: Giving negative feedback that doesn't bruise the ego
  - Group work: Ways not to give negative feedback
  - Inventory: Why don't they listen better?
  - Discussion: Strategies for true listening
  - Game: Body language and what it says to others
  - Case study: Nine-step process for effective coaching (coaching up, laterally, and to the staff)
  - Case study: Coaching and documenting when employees don't meet expectations

- Close Out
  - Wrap-up and Q & A
  - Action Plan for Success

### **How You Will Learn**

- A seasoned instructor will present this course in “workshop” (lecture/practice) format.
- You will discuss recent books such as The Tipping Point and Blink and reflect on world leaders, their styles, and what you can learn from the consequences of their behaviors.
- You will receive a printed Participant Handbook which will help you remember and retain what you learned in class and apply it on your job.
- Bonus materials: Use a course template to create a leadership plan that you can take back to work and use to improve your leadership presence, style, and technique.

Revised

Nov. 24, 2005