

## LEADERSHIP CURRICULUM

### *Leadership Challenge Modules*

#### **1. Stepping Up To Supervision (4 hours)**

Objectives:

- Accept new role and adapting behavior accordingly to move from peer to supervisor
- Identify key governmental regulations and/or company policies/procedures which guide employee relations and the organizational impact of failing to adhere or follow them
- Identify organizational resources for supervisory support and guidance

Learning Activities:

- Interactive class discussion – small groups and large group debriefings
- Simulation game to identify supervisory skill sets: House of Cards – groups design and build a house of index cards, following specific guidelines
- Small group exercise: Case studies of employee/employer situations to discuss appropriate supervisory response
- Quiz to test knowledge on appropriate supervisory behaviors with employees
- Video presentation & group discussion debrief: “After All, You’re the Supervisor”

Special Note: This program is often used as a stand-alone “Introduction to Supervision” program for those who are team leaders or step-up supervisors, assuming supervisory roles on a limited, short-term basis in the event of their supervisor’s absence for vacations or illness.

#### **2. DiSCovering Individual Styles of Communication (4 hours)**

Objectives:

- Identify personal communication styles – its strengths and overuses
- Determine strategies for enhancing communication and relationships
- Value contributions of differing styles in the workplace
- Adapt behavior accordingly to differing communication styles to increase comfort in relationships, reduce conflict, and enhance productivity

Learning Activities:

- Review/interpret individual and group preferences of communication/behavioral styles
- Small group work to determine methods for increasing effectiveness with others
- DiSC video examples of behavioral styles
- Action plan to determine relationship building techniques with others

Prework: Complete online individual DISC communication /behavioral styles profile prior to session to identify individual’s style preference for communicating (Dominance, Influence, Steadiness, Conscientiousness)

### **3. Effective Communication (4 hours)**

Objectives:

- Identify trust-building and trust-busting behaviors and impact of relationships between trust, communication and job performance
- Understand relationships between trust, communication and job performance
- Determine components of nonverbal and verbal communication which contribute to building trust and creating positive relationships
- Based on a foundation of developing trust with others, participants learn a four-step process for improving communication- listening, clarifying, acknowledging, and practice responding to others appropriately and effectively
- Increase awareness of listening barriers to prevent miscommunication
- Learn fundamental types of questions and purposes for each when communicating
- Identify appropriate uses of acknowledgment statements

Learning Activities:

- Active Listening Quiz to determine impact of listening barriers
- Practice applying communication skills to specific workplace situations

Prework: Complete online individual Listening Effectiveness profile prior to session to determine individual's assessment of proficiency in seven competencies (Predisposition to listen, Creating a conducive climate, Showing positive interest, "Reading" the speaker, Empathizing, Paying attention and concentrating, Understanding and reflecting the message)

### **4. Interviewing and Selection (6 hours)**

Objectives:

- Determine workforce trends, selection issues and related hiring costs
- Identify typical managerial trips and traps for hiring
- Utilize available tools and resources effectively
- Review guidelines for appropriate and legal questions
- Learn behavioral interviewing techniques

Learning Activities:

- Labor Force Quiz to identify labor statistics affecting availability and recruitment of top talent
- Large group exercise to determine the high cost of turnover
- Review of resume and application as precursor to the job interview
- Legality of Interview Questions Quiz to determine knowledge of employment laws
- Small group exercise to practice developing effective interview questions in four key areas (Knowledge & Skills, Company Fit, Department/Location Fit, and Job Fit)
- Video, "More than a Gut Feeling," to demonstrate behavioral interview techniques
- Role play to practice behavioral interview techniques
- Review of company policy/procedures on recruiting and hiring

## **5. Leadership Styles (4 hours)**

### Objectives:

- Manage performance based on individual's level of willingness, ability, and communication preferences
- Identify and determine appropriate application of four different management approaches (Directive, Supportive, Combination (Supportive and Directive), Empowering)
- Adapt management approach according to employee's communication preferences (DiSC Styles), willingness and ability levels
- Learn steps of effective delegation

### Learning Activities:

- Case studies to determine employee's DiSC style, level of ability/willingness for described task, and appropriate leadership style to use
- Utilize Managing Performance Action Planner to prepare for role play with a specific employee situation
- Role play to practice effective delegation and to use appropriate leadership styles

## **6. Ethical Leadership (4 hours)**

### Objectives:

- Identify critical role and responsibilities in influencing behavior and creating a positive work environment
- Gain skills of critical thinking and effective decision-making
- Eliminate unethical conduct in the workplace
- Provide necessary support and resources to gain confidence and courage in taking positive action to address and resolve ethical dilemmas

### Learning Activities:

- Large and small group discussions
- Small group review of case study examples to determine the existence of conflict, violation of corporate values and ethical course of direction to pursue

## ***Leadership Challenge II Modules***

## **7. Managing Performance (4 hours)**

### Objectives:

- Review the Performance Review Cycle- planning, coaching, and evaluating
- Identify critical steps in planning performance: setting SMART goals, establishing expectations
- Learn levels of discipline, utilizing appropriate company guidelines and documentation accordingly
- Effectively coach and counsel employees for performance improvement

### Learning Activities:

- Individual exercise to practice writing one SMART performance goal
- Quiz to determine whether language is specific or general to describe behavior and/or impact of behavior.
- Role play to counsel an employee.

## **8. Managing Change (4 hours)**

### Objectives:

- Identify barriers to change
- Reduce people's resistance to change
- Define the change process
- Provide a set of tools to effectively lead and manage change

### Learning Activities:

- Group exercise to determine world, industry and business changes within the last five years
- Video, "Who Moved My Cheese," to identify change types
- Group exercise to experience the effects of rapid change
- Group exercise to identify anticipated company changes
- Individual exercise to plan and manage employee resistance to an anticipated company change

### Pework:

- Complete online individual Change Management Effectiveness profile prior to session to determine individual's assessment of proficiency in seven competencies (Proactive thinking, Organization for change, Involving others, Visualizing the future, Communicating clearly, Breaking from the past, Consolidating new learning)

## **9. Time Mastery & Stress Management (4 hours)**

### Objectives:

- Learn efficient time management skills and tips for effectively managing 12 different time robbers, turning a perishable resource into a source of added productivity and profits
- Discover the powerful relationships between change, stress, time, productivity, and innovation.
- Apply tools to improve meeting efficiency and effectiveness

### Learning Activities:

- Practice creating an effective meeting agenda
- Practice utilizing specific techniques for gaining participation within meetings (1/3 + 1 rule, brainstorming, dot voting)

Pework: Complete online individual Time Mastery profile prior to session to determine individual's assessment of proficiency in 12 competencies (Priorities, Planning, Procrastination, Scheduling, Written communications, Goals, Interruptions, Meetings, Delegation, Attitudes, Team Time, Analyzing)

## **10. Effective Meeting Facilitation (4 hours)**

### Objectives:

- Identify key elements of effective meetings: agenda, action plan and evaluation
- Practice preparing agenda and facilitating meetings effectively
- Apply tools to improve meeting efficiency and effectiveness

### Learning Activities:

- Practice creating an effective meeting agenda
- Practice utilizing specific techniques for gaining participation within meetings

## ***Leadership Challenge III Modules***

## **11. Creative Problem Solving (4 hours)**

### Objectives:

- Discover the benefit of creative thinking strategies for practical power resolution.
- Establish the connection between creativity and innovation.
- Identify tools for creative problem solving and effective decision making
- Learn a three-stage creative problem solving process

### Learning Activities:

- Competitive creativity exercises of puzzles, riddles and objects for physical manipulation.
- Practice specific tools for effective problem-solving (Mindmap and Impact/Effort Matrix)
- Team exercise to apply creative problem solving techniques and process in an experiential simulation based on a real situation (Hiking Out of Lava Falls)

### Prework:

- Complete online individual Creativity and Innovation profile prior to session to determine individual's assessment of proficiency in seven competencies (Creative consciousness, Levels of curiosity, Pattern-breaking skills, Idea-Nurturing ability, Willingness to experiment and take risks, Courage and resilience levels, Energetic persistence)
- Complete online individual Problem Solving & Decision Making profile prior to session to determine individual's assessment of proficiency in seven competencies (Critical thinking, Data gathering and processing, Selecting tools, lateral conceptualization, weighing alternatives, Risk assessment, Perception and judgment)

## **12. Resolving Conflict (4 hours)**

### Objectives:

- Discover ineffective reactions to conflict and their consequences
- Identify triggers that escalate situations and emotions
- Learn five methods for resolving conflict and when it's best to use each
- Determine appropriate strategies for managing difficult situations and persons
- Effectively apply defusing skills in emotionally-charged situations
- Promote open discussion for conflict resolution

### Learning Activities:

- Individual assessment to identify conflict style preferences
- Small group exercise to discuss advantages and disadvantages of each conflict style and appropriate situations to use each
- Case studies to identify conflict styles utilized
- Group practice identifying questions and statements that could lead to conflict escalation and suggesting effective alternatives
- Role play to practice defusing skills in a tense employee situation

## **13. Negotiation (4 hours)**

### Objectives:

- Recognize negotiation as a key management skill
- Learn the do's and don'ts of negotiation strategies
- Learn the connection between effective conflict resolution and negotiation styles (Pushy bullying, Confidently promoting, Quietly manipulating, and Carefully suggesting)
- Recognize, interpret and respond effectively and confidently to negotiating ploys
- Apply the skills of effective negotiators

### Learning Activities:

- Case study to determine reasons for negotiation failure
- Case studies to identify negotiation styles
- Individual exercise to practice developing, "If..then..." statements
- Role play to practice negotiation skills

Prework: Complete online individual Negotiating Style profile prior to session to determine individual's preference for utilizing a primary or secondary style of negotiating (Pushy bullying, Confidently promoting, Quietly manipulating, and Carefully suggesting)

***Leadership Challenge IV Modules:***

**14. Capitalizing on Team Talents (4 hours)**

Description: Provides organization with the key to building and maintaining peak performing teams by helping individuals identify their innate strengths and limitations, and exploring how team members can work together more productively by tapping into their strengths to contribute to the overall success of the team. Participants discover which team role that they are most comfortable utilizing, identify their strengths and limitations and learn how to build upon their natural strengths to maximize team performance. Participants learn about their own assets and stumbling blocks on a team, resulting in creation of highly product, efficient, and cohesive teams.

Objectives:

- Learn the four different roles within teams and the diversity of inherent talents each role brings to the team
- Understand their natural team roles
- Recognize how to use their innate strengths to contribute maximally to a team
- Identify how to efficiently tap into their underutilized natural strengths in daily activities
- Discover activities that don't fall within their preferred role, and recognize that these activities may cause stress
- Uncover the strengths and limitations of their team, based on the distribution of team talents within
- Create action plans to reduce individual and team stress and increase team productivity by tapping into the natural talents of the individuals on their team

**15. Collaborative Skills for Teams (4 hours)**

Description: Provides organizations with the key to building collaborative, effective teams by teaching participants the need for different team roles and exploring how various roles communicate, manage time, and manage priorities. The goal of this program is to reconcile the inherent differences of team members to help you create an engaged, collaborative team.

Objectives:

- Learn the preferred roles and the diversity of priorities and preferences of each team role
- Discover the activities and priorities associated with each of the four team project stages
- Understand the challenges and communication breakdowns they may face when working with others who have different priorities roles and talents
- Learn to maximize productivity of team meetings by aligning expectations and understanding how to manage their own tendencies
- Explore how team roles interact in meetings and learn effective strategies to be more effective about managing differences
- Understand their own time-management preferences based on their team roles
- Create personal action plans for strategies to consider when working and communicating with each of the four roles

**16. Team Assignments – Case Study/Work Project with Presentation to Senior Executives**

Description: participants are placed into teams and provided with a topic to research and make a final presentation on its application within Champion Technologies to senior executives on last day of Week One

Objectives:

- Apply team skills learned in Day Two sessions
- Hone research and analysis skills within a critical business competency
- Identify lessons learned from provided articles and case studies
- Determine strategies for implementation of effective practices gained from the research within the Champion environment and culture
- This assignment will continue with final presentation in Week 2.