

Outline for Leadership and Teaming Training

Leaders and other professionals often have learned the technical skills of their area of expertise but may never had the chance to learn effective tools of leadership. Examples of challenges that leaders face are

(1) learning to speak the language of those they lead, (2) encouraging the activities of those they lead, and (3) deal with misunderstandings, mistakes, and “misbehavior” of their others (4) Knowing how others we work with really see us and changing so we are more effective.

Often when we speak, email, have a meeting, or present to others they politely listen, try not to get lost or fall asleep, and then, in the parking lot, the real meetings begin...without us. Often they misunderstand, have trouble with being held accountable, and dealing with the inevitable change necessary for success. Also, we often demonstrate, or work with others who demonstrate, some annoying and toxic behaviors. Are they ever going to tell us? Heck no! Will our clients? Probably not...they'll just go somewhere else.

Also, we always work others who are different from us. They may need quiet while we need to share. They may be high task while we are relationship. Being oblivious to this is not only normal, but common. Being oblivious to others, their needs, and how we impact them is the surest way to failure.

My trainings are guaranteed for participants to take away tools and skills learned in each session and practice them in their workplace. Each session will include specific skills easily implemented and proven to have a high rate of success.

This course takes a “tools” approach to leadership and communication. Based on years of written findings and practical application, this course will teach participants key tools to more effectively lead, manage, and coach those who work for and with them

Executives are often isolated without others to share with and learn from. Executive leaders are like star performers and athletes. They, however, unlike like other champions, don't have coaches and chances to share with and learn from their peers. They never get the feedback they need. Those who work for and with them avoid telling them the truth about their behaviors. In addition, many professionals dismiss the feedback and blame the messenger.

In attempting to solve leadership issues there are problems with the typical delivery of leadership training. Go to a workshop that lasts too long and covers too much information. Then, grab a 3-ring binder that you eventually put on a shelf and never look at. If we were going to learn to hit a golf ball we would get information from an expert, see the swing modeled, try it ourselves, and then get feedback on what we did right and wrong. We would go practice, and then come back after a time for lesson two.

If becoming more effective is important, then leadership training must be a series of events where old skills are improved and new skills are learned. These skills must be practiced and feedback must be available. This content, proven to be highly effective in both public and private organizations will teach and sharpen key skills of leadership, communication, managing and coaching.

- ☛ Understand the difference and importance of Leading, Managing, and Coaching
- ☛ Understand the attributes of effective leaders/professionals
- ☛ Learn the five (5) key Elements of Effectively Working with Individuals & Teams.

☛ **Element: Effectively Communicating to Others**

- ☛ recognize the importance of communication differences in others and easily accommodate activities & approaches that match them.

“How can I deal with those who are high task and others who are high relationship at the same time?”

“How can I accommodate those that need quiet to think with those who need to talk to think?”

- ☛ understand how people learn & process information in similar ways & learn techniques that match

“How much is too much information to give?”

“How long should a meeting or conversation last?”

- ☛ effectively use the eight (8) tools of focus to keep others on task and involved in meetings and conversations

“How do I keep folks listening to me without drifting off?”

“How do I effectively avoid throwing things in the way of people so they really can't focus?”

“How do I insure that by the time I am done with my communicating they are not far more confused than when we started?”

- ☛ clearly identify communication targets and implement effective communication paths.

“What is the difference between communicating so others understand and communicating so they remember what to do?”

- ☛ effectively design & implement meetings; whether large groups or individuals

- ☛ effectively design visual presentations (PowerPoint) that keep others on track and understanding

- ☛ effectively use and implement email and memos so others are not inundated, lost, or just hit delete.

☛ **Element: Know what others are to do at all times,**

- ☛ understand how to facilitate roles, rules, and responsibilities of others

“How do we clarify who does what?”

“How do we avoid ‘Nobody’s in charge, everyone’s in charge’ mentality?”

- ☛ develop operating principles and agreements that all staff will agree to and support for topics such as: Communication, Professionalism, Respect, Trust, Confidentiality, Decisions, Gossip, Meetings, Follow Through, Sharing, Disagreement

“Why is ‘All opinions are important’ the pretend rule but usually it is ‘The one who speaks loudest and intimidates others gets to be heard’ or ‘we will always take up issues with those who need to hear them’ rule is usually ‘we will talk in the parking lot to everyone except the person who needs to hear?’”

☛ **Element: Reinforcing and Encouraging Others**

- ☛ design and implement the principle of Active Participation

*“Why is it critical that **all** people need time to share thoughts in smaller groups of 2 to 3 during meetings?”*

“How can I get one hundred percent (100%) involved in both the activities and the content of tasks and meetings?”

- ☛ understand and implement the ‘**crucial group size**’ rule

“Why is any group larger than about 6-10 too large for any meaningful discussion and how can I effectively apply this idea even when working with groups as small as 3 and as large as 500?”

- ☛ understand and implement tools to be certain if others are understanding me.

“Why are the comments ‘Does everybody understand?’ and ‘If you don’t get it just let me know’ ineffective?”

“What am I doing that prevents understanding from happening?”

- ☛ understand and implement reinforcement principles

“How do I help others to feel successful at work?”

“How do I help others feel work is a place they wish to come to?”

☛ **Element: Dealing with Misunderstandings, Mistakes, & “Misbehavior”**

- ☛ understand why staff at times “misbehaves” or makes mistakes
- ☛ understand how to deal with upset/emotional staff
- ☛ understand how to redirect/‘reprimand’ staff compassionately and effectively
- ☛ understand how to eliminate fear & build trust when it is missing
 - “Why even in the best of times are staff reluctant to tell me the truth about problems?”*
 - “How can I insure that staff will let me know problems before it is too late so I am not the last one to know?”*
- ☛ understand how to maintain a positive culture and prevent a negative one from occurring
 - “How can I be sure I am a good listener if those who work with me might believe I am not? How can I find out if they think I play favorites, am a micro-manager, or am inconsistent?”*
- ☛ understand and implement an “Upstream Evaluation” to gain insightful feedback on personal leadership qualities.
 - “Is it important to know what staff thinks of me to be effective? How can I truly find out what others think and feel so I can make the needed adjustments for the success of all my staff?”*

☛ **Element: Gaining Support from Others**

- ☛ implement a system of giving and getting support
- ☛ implement a system of communicating to those outside of my “world”
- ☛ learn and apply principles of “timing”; when to do what
 - “When should I communicate? When is the best time to hold a meeting, send a memo?”*
- ☛ How and When to make Decisions & Implement New Initiatives
 - ☛ apply rules of who to involve in decisions
 - ☛ implement a system of support for new initiatives & change whether “top down” or “bottom up”
 - ☛ facilitate change within the team and understand/avoid the barriers to change
- ☛ **Feedback** on Implementations, Scenarios, and Next Steps