

# Becoming Leadership Material

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## Overview

If you are in line for a promotion, or are moving into management in your organization, this is a first step on the road to success. Now is the time for big picture thinking and sharing your vision with your team. Learn ways to communicate clearly and openly in order to get things done. Identify your team player style and your leadership style profile, and discover ways to use this knowledge to manage more effectively. Build a relationship with your manager and develop a support system of your own. Understand how to motivate and challenge your employees by delegating and coaching for excellent performance. In this workshop you will discover practical and innovative ways to handle your most challenging responsibilities, from managing meetings to managing your team.

## Pre-assignment

- You will be asked to complete a “Career Development Profile” and bring it to the workshop with you for in-class discussion.

## Learning Objectives

At the conclusion of this course, participants will (be able to):

- Define your role as a manager and identify how that role differs from other roles you have had.
- Understand the management challenge and the new functions of management.
- Discover how you can prepare for and embrace the forces of change.
- Identify ways to get you and your work space organized, and get a jump on the next crisis.
- Identify your leadership profile and explore ways to use this knowledge to improve your success as a manager.
- Enhance your ability to communicate with others in meetings and through presentations.
- Create an action plan for managing your career success.

## Outline

### Day One

- Introductions
- Learning Objectives
- Agenda
- Discussion of pre-assignment
- The Management Challenge
  - The new rules of the workplace
  - Building trust
  - Energizing your team
  - Empowering your team
  - Supporting your team
  - Developing personal mastery
- Assignment:
  - Team Project
  - Dealing with Change
    - Video: Who Moved My Cheese?
    - Preparing for your journey of change
- Enabling others to handle change
  - Communication
  - Commitment
  - Participation
  - Celebrating victories
  - Seven steps for breaking through organizational gridlock

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- Getting Organized
  - Start with your desk
  - Work with your planner
  - Set your priorities
  - Get a jump on the next crisis
- Review

## Day Two

- Reconnect
- Leading vs. Managing
  - What leaders do
    - Direction thinking
    - Consequential thinking
    - Communication skills
    - Influence strategies
  - What managers do
    - Quality vs. productivity
    - Principles of variation
    - Macro and micro managing
- Inspiring Employees to Better Performance
  - The greatest management principle in the world
  - Creating a supportive environment
  - Measuring individual performance
  - Five steps for training high performers
  - Providing performance feedback
  - Getting feedback for your performance
- Review

## Day Three

- Reconnect
- Speaking Effectively
  - To get action
  - To inform
  - To convince
  - Introducing speakers, accepting and presenting awards
- Conducting Effective Meetings
  - Your role as manager
  - Building the agenda
  - Staying on track
  - Getting everyone to participate
    - Creating a comfortable atmosphere
    - Facilitating open discussion
  - Interventions you can use
  - After the meeting
- Attending Other People's Meetings

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- Managing Your Career
  - Building your relationship with your manager
  - Anticipating and initiating
- Team Presentations
- Review/Personal Action Plans