Developing True Leaders

Organizational Training Overview

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The slides that follow describe the services that *Hellmann Career Consulting* offers around Leadership Development. The training options are based on a leadership development model used successfully with many clients at varied levels, including new managers, high potentials, and seasoned executives. The training covers three interrelated concepts:

* Developing a workplace leadership vision (or adopting someone else's)
* Influencing & Communicating with others to ensure organizational alignment and adoption of vision
* Optimal team management to execute the vision

Subsequent slides contain details for each of these three concepts.

The entire program can be highly customized, including delivering individual training modules as independent, stand-alone workshops. Note that one-on-one coaching options are available and may be recommended to supplement or replace workshops, depending again on the organization's needs.

I look forward to discussing these options with you, including how you might prioritize each element based on business impact, budget, and so forth.

Best,

Rob

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Glossary of Training Methods (for your reference)

DiSC – a widely used research-based approach to assessing individuals' preferred communication style and work motivators. Three types of DiSC profiles are recommended for Leadership Development Training:

- DiSC Leadership – for those who want to truly lead, influence and inspire, in a "one-to-many" relationship.

- DiSC Manager – designed to optimize the relationship a manager has with each staff member

- DiSC Workplace – designed for all levels, to optimize communication and help employees to lead from any level.

Circles of Influence – a quarterly exercise designed to get employees to A.) build awareness of each employee's impact and of who are stakeholders in their success, B.) assess and address "gaps" in the relationships with these stakeholders

The Seven Stories – an assessment exercise that guides employees in identifying their "motivated skills," i.e. a) what they do well, and b) what they enjoy doing. This information, along with DiSC results, can be used by both employees and their managers in charting a course in their organization that plays to an employee's strengths and interests.
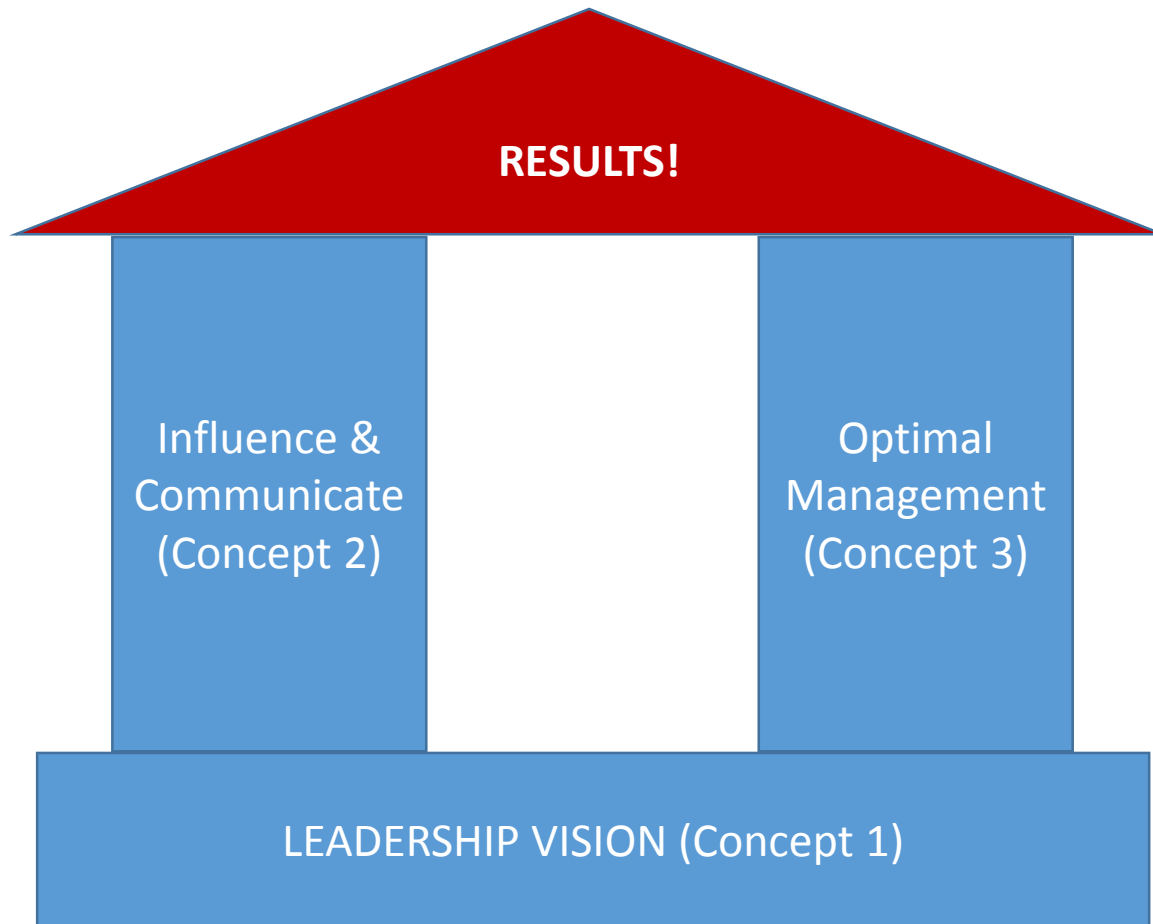
The 15 Year Vision – guides employees in identifying a personal vision which provides a source of motivation around workplace tasks.

Situational Leadership – a well-known framework for managing individual employees according to the situation, e.g. the employee's motivation, ability, etc.

Strengths-based Leadership – a popular framework, based on research done by Gallup, which recommends that managers focus on matching tasks to employee strengths and de-emphasize developing weaknesses.

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Developing True Leaders - Model Overview

This model is described in the article Achieve Success Through Effective Leadership – and in the book Work Smarts (my chapter with the same title).

RESULTS!

Influence & Communicate (Concept 2)

Optimal Management (Concept 3)

LEADERSHIP VISION (Concept 1)

Concepts 1 & 2:
Vision, Influencing & Communicating

TRAINING MODULES

- Overview (for staff at any level), including the principles of adopting a vision, and influencing others to follow – 2 hours

- DiSC Leadership – typically one day.

- DiSC Workplace – typically ½ day; suitable for those at any level in the organization.

- Presentation Skills Training, derived from my book Peak Presentations – 2 hours to 2 days

- Business Communications Training – 1.5-2 hours – covers:
    - business writing for clarity and impact
    - optimizing business meetings
    - Managing challenging communication situations, e.g. when conflict exists

- Circles of Influence Exercise - 1 hour

- Conflict Management Models - 1 to 2 hours – covers proven approaches to managing through conflict, including "active listening," when NOT to use email, taking a "systems" approach to understanding your colleague's point of view, etc.

Concept 3:
Managing a Team

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Training Modules

- *Optimal Management* (see slides 8-9 for explanation and training modules)

- Giving Feedback & Managing Difficult Employees (2 hours) – includes how to resolve conflict through active listening, align tasks to employee strengths, take a "systems" approach to issues, understanding their "world of work," using the HR performance management process.

- Circles of Influence Exercise (1 hour)

- Time Management (1 hour)

- DiSC Management (typically 1 day)

Optimal Management- Explanation

A modification and expansion of several approaches combined into one framework:

- Situational Leadership

- Gallup's research: Now Discover Your Strengths

- Five O'Clock Club exercises in Targeting a Great Career modified for strengths/interests assessment
  - The Seven Stories
  - 15 Year Vision

- See next slide for more detail

Principles and Features:
Optimal Management

- Seek to delegate whenever possible
- Vary management style depending on four "decision factors," for optimal employee engagement, development, and results
- Management Styles (from "Situational Leadership" model):
    o Telling
    o Selling
    o Participating
    o Delegating
- Four Management Style "Decision Factors"
    o Employee Ability
    o Employee Motivation
    o Time Frame for tasks
    o Importance of tasks to business goals

TRAINING (2 hours) includes how to apply this model, and how to assess employee ability and motivation using the Seven Stories exercise, Vision exercise, and other tools.

Summary of Training Options

Leadership Vision (Concept 1)

- Overview – for staff at any level – 1.5 hours

- DiSC Leadership ("one to many") – typically one day – "leaders" with management responsibility

Influence & Communicate (Concept 2)

- Presentation Skills Training (2 hrs – 2 days)

- Business Communications Training (1.5 – 2 hrs)

- Circles of Influence Exercise (1 hr)

- Conflict Management Models (1 – 2 hrs)

- DiSC Workplace – (typically 1/2 day)

Optimal Management (Concept 3)

- DiSC Management – optimize one-on-one relationship with staff-members (typically one day)

- *Optimal Management* model overview and exercises (excluding DiSC) – 2 hours

- Giving Feedback & Managing Difficult Employees – (2 hours)

- Circles of Influence Exercise (1 hour)

- Time Management (1 hour)