LEADERSHIP EDGE
MANAGEMENT TRAINING MODULES

Our 16 modules allow for customization to the needs of your supervisors, managers, and executives. These modules can be used in a 90 minute one-on-one coaching session, as well as in 2 or 4 hour group training meetings.

Kickoff
Leadership Edge

➢ Characteristics of Good and Bad Bosses
➢ What is takes to be a Motivational Leader
➢ Influencing Behavior
➢ Understanding the Personal ProfileXT Select Evaluation – Areas of Strengths and Areas to Improve as a Manager

Managers will:
- "Buy in" to the development program recognizing that training should result in behavior change and that they are responsible for implementing at least one change after every session.
- Learn about their natural strengths and weaknesses as a manager compared to the rest of America's working population.

The Responsibility of a Leader

➢ The Responsible Leader
➢ The 21st Century Worker
➢ New Roles For The Manager
➢ Effective Leaders Are Good Followers
➢ Leadership Self-Assessment

Managers will learn:
- To recognize their responsibility for the performance of their team and begin to develop goals for performance improvement
- The specific managerial skills they are missing and what skills need to be developed.
- The various expected roles a manager must perform to do his/her job well.
- Begin to address specific people problems.

Planning For Success

➢ Determining Direction
➢ Creating Vision, Mission, Goals, and Objectives
➢ Analyzing Goals
➢ Developing Plans to Accomplish Goals
➢ Improving Planning Skills
➢ Developing Systems and Processes

Managers will learn:
- What their specific department/divisions strengths and weaknesses are.
- How to conduct a strategic planning session with their department.
- How to write 4 different types of performance goals and objectives.
- How to create a goal/project plan and have completed one.
- Identified their personal priorities and high pay-off activities.

Managing Tasks and Responsibilities

➢ The Power of Priorities
➢ Managing your time
➢ Time robbers – dealing with time wasters
➢ Overcoming procrastination

Managers will learn:
- How to recognize time wasters.
- How to deal with interruptions.
- How to avoid procrastination.
- How to "group" activities and communication to maximize time.
- Identify their high and low payoff activities and begin to manage time more wisely.

The Art of Delegation

➢ Developing Delegation Skills
➢ If You Want Something Done Right…
➢ Why Leaders Fail To Delegate
➢ When To Delegate
➢ How To Delegate
➢ Levels of Delegation

Managers will learn:
• How to recognize self-imposed barriers to delegation.
• What specific types of tasks or projects to delegate.
• When and who to delegate.
• How to delegate by developing a delegation plan around a specific job task or responsibility.

Understanding Human Behavior
(Motivating People – Part One)

➢ Self Image And Success
➢ Understanding Motivational Needs
➢ Employee Requirements And Motivation
➢ Understanding Personality Differences
➢ Understanding Differences In Values

Managers will learn:
• What causes employees to perform better than most.
• The differences in their personalities and their employees and how to flex their communication and management style to the needs of their staff.
• Their personal management values and how to development behavioral expectation accordingly.

Successful Interviewing and Selection

➢ Staffing Effectively
➢ Preparation
➢ Interviewing
➢ Evaluation
➢ Keeping Hiring Legal

Managers will learn:
• How to create competencies needed for specific job positions.
• How to create behavioral-related interview questions for a current opening or high turnover positions.
• How to conduct interviews
• Which questions will open up a company's risk for legal action.
• How to rate and select candidates based on past, present, and future predictors.

Motivating People
(Part Two)

➢ Motivation In Sports
➢ Understanding And Enhancing Motivation
➢ If You Can't Measure It, You Can't Manage it
➢ Communication and Feedback
➢ Identifying De-Motivation
➢ Rewards and Recognition

Managers will learn:
• What managers can do to better motivate their team.
• How to give specific praise and positive feedback.
• How to understand the different motivational styles of their team members.
• To develop a "motivational plan" for each direct report recognizing their individual goals and "needs".

Coaching for Improvement

➢ Influence Versus Authority
➢ Addressing Employee Performance Problems
➢ The Difference Between Coaching And Counseling
➢ Coaching And Performance Reviews
➢ Knowing What To Evaluate And Measure

Managers will learn:
- Why employees may have difficulty meeting performance expectations.
- How to address poor employee performance and behavior (The 5 step formula).
- What performance to evaluate and when.
- How to write a performance improvement plan and deliver it through coaching.
- How to identify whether an employee needs more training or whether they have a "job fit" problem.
- When it is acceptable to fire an employee.
- What questions motivate and develop employees and which ones de-motivate.

Writing and Delivering Performance Appraisals

➢ What is a Performance Appraisal?
➢ Why do we Appraise Performance?
➢ Communicating Expectations
➢ Observe and Document Performance Continuously
➢ Coaching and Feedback
➢ Writing the Appraisal
➢ Delivering the Appraisal
➢ Best Practices

Managers will learn:
- How to analyze and document performance through the year
- How to understand the different values and behavioral expectations that exist between managers and their employees.
- How to communicate behavioral expectations to staff.
- How to write and deliver performance appraisals that get employees talking.
- How to hold employees accountable for specific improvement.
- How to create annual performance goals.

Managing Change

➢ Defining Change
➢ Barriers to Change
➢ Leading Change – Taking Responsibility
➢ The Change Management Process
➢ Responding to Change – Similar to Grieving

Managers will learn:
- How to recognize their own willingness to change.
- Why people resist change.
- Strategies for dealing with and leading change.
- How to introduce change to employees so that it is motivating.
- How to recognize the changes happening in the workplace today, and how to plan for it.
- Recognize which "change leadership style" to use for the appropriate change needed.

Developing Your Staff

➢ Creating a Learning Organization
➢ Principles of Employee Training and Development
➢ Grooming Employees for Advancement
➢ Identifying Training and Development Needs
➢ Training for Results
➢ Efficient Procedures

Managers will learn:
- How to understand the competency-job analysis process.
- How to analyze the specific jobs of their direct reports.
- Create Job Descriptions.
- Identify training needs and create a training/development plan for their people.
- Determine what methods are best for training their people.

Effective Communication Skills

➢ What is Effective Communication
➢ The Problem with Communication
➢ Communication Blockers
➢ The Communication Process
➢ Communication Methods and Strategy
➢ Listening to Others
➢ Fostering Open Communication

Managers will learn:
• Various methods for communicating in the workplace.
• Pick and implement a strategy for fixing their top three communication problems that exist in their department or organization.
• How people communicate through body language.
• How to listen so that employees feel heard.
• What blocks effective communication and how to fix it.

Problem Solving and Decision Making

➢ Problems, What Problems?
➢ Understanding the Problem
➢ Gathering Information
➢ Developing Potential Solutions
➢ Making Sound Decisions
➢ Decision Making Levels and Styles
➢ Barriers to Decision Making
➢ When you have to Decide Now!
➢ Implementing Solutions
➢ Following Up & Learning From Experience

Managers will learn:
• To address specific problems keeping them from departmental or organizational success
• To use the problem solving/decision making format taught in class, and begin solving problems individually as well as with their team.

Managing Difficult People

➢ Identifying the Problem
➢ Understanding Types of Difficult Behavior
➢ Addressing the Problem and Documentation
➢ Consequences of Not Addressing Problems
➢ When Difficult People Become Dangerous to Themselves or Others
➢ Legal Concerns
➢ Preventing Problem Employees

Managers will learn:
• The legalities of terminating employees.
• Methods for dealing with serious problem behavior that may require immediate or planned termination.
• How to understand the needs of the "difficult" employee and best meet those specific needs.

Effective Meetings

➢ Why Meetings have a bad Reputation
➢ What Makes a Good Meeting
➢ Meeting Tips
➢ Meeting Types
➢ Meeting Facilitation
➢ Evaluating your Meetings

Managers will learn:
• When to have meetings and why.
• How to conduct meetings.
• How to set a positive tone in meetings.
• How and when to ask specific questions.
• How to deal with unwanted meeting behavior.

Stress for Success

➢ Understanding Stress
➢ Workplace Stress
➢ Preventing Stress
➢ Stress Stoppers and Changers
➢ Strategies to Improve Personal Coping Mechanisms
➢ Important Things to Assess

Managers will learn:
• How to understand their priorities and pressures.
• How words shape feeling and influence behavior.
• Strategies for dealing with "stressors" as they happen.
• How to identify the signs that employees are "burning out.