



## **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 it 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 21<sup>st</sup> 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 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.

## ***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.

## ***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.

## ***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."