TAFLAT CURRICULUM

The Academy For Leadership And Training

Contents

Leadership Curriculum

Emotional Intelligence For Business

Description

In Emotional Intelligence for Business, you will develop your capacity for recognizing your own emotional state, in real time, and managing those emotions based on the need of the social situation at hand. This awareness and behavior modification will increase your ability to work through stress and build effective relationships, both professionally and personally.

Agenda (2-Day Workshop)

✔ Day One

- o Defining EQ

- o The business case for EQ

- o Neuroplasticity/brain function

- o Self-awareness

- o Strategies & Action Planning

- o Self-management

- o Strategies & Action Planning

✔ Day Two

- o Social Awareness

- o Strategies & Action Planning

- o Relationship Management

- o Strategies & Action Planning

- o Making commitments to take back to the job

Leadership Curriculum

Emerging Leaders Workshop

Description

This highly interactive 2-day workshop, designed for managers-of-people, is designed to deliver practical managerial tools, as well as foster a powerful new perspective on the value of leading others. The workshop approaches this skill-development, focusing on the four key areas of leading others: Strategy, Attitude, Inquiring, and Feedback.

Agenda

- Learning to give, and receive, business feedback

- Reflection on and adjusting leadership styles, based on a direct reports' needs

- Leading by example; learning to create a positive, calming attitude

- Connecting the strategy of your department's work with the overall organization

- Learning to coach and delegate, using the "Task-Based Leadership" model

- Identifying successful techniques to approach conflicts, and difficult discussions

- Building the powerful skill of Active Listening

- Building the powerful skill of Inquiring, to get to the root causes of issues

- Understanding a few, fairly common legal themes for new managers

- Recapping commitments; taking the learning back to the job
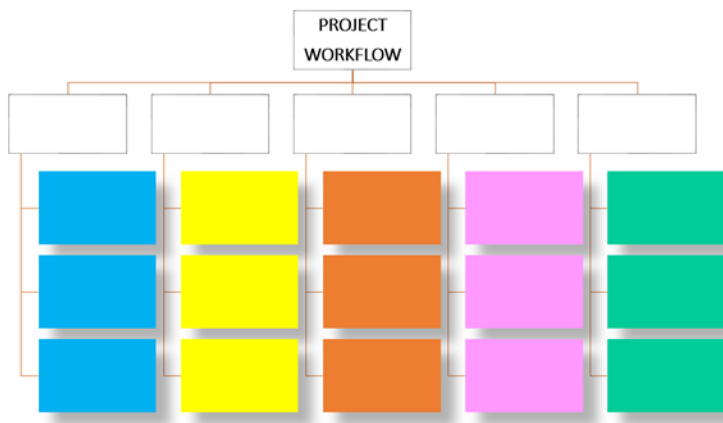
Leadership Curriculum

Project Management (Leading Teams)

Description

This course is designed to improve the participant's ability to lead teams by kicking off projects with clear roles and responsibilities, a team-built project plan, effective upward communication, and a vision for success. This interactive workshop provides a simulation for team members to learn how to visually create a project plan, using their team to identify and understand each other's milestones, deliverables, and specific tasks. Participants learn the value of clear and interactive planning, to avoid miscommunications and conflicts.

Agenda

- ✔ Learn the root causes of poor teams, and poor team results

- ✔ Learn team project management techniques, including Work Breakout Structure

- ✔ Learn how to establish clear roles and responsibilities – e.g. RACI charts

- ✔ Learn how to hold team members accountable for their tasks and for communicating to other team members

- ✔ Learn how to put together a clear project plan

- ✔ Learn how to create a Project Charter

- ✔ Learn to communicate effectively within the team, and upward to senior management

Leadership Curriculum

Active Listening

Description

This course is designed to increase the participant's listening skills, emphasizing active listening techniques. Participants will practice their listening techniques in pairs, and in larger groups.

Agenda

- ✔ Why active listening is a critical activity
  - o Listening is purposeful, requires control, and requires total focus and engagement
  - o Listening is the front end of decision making

- ✔ Steps in active listening - FOCUS
  - o <u>F</u>ree your mind
  - o <u>O</u>bserve the speaker
  - o <u>C</u>omment on what you heard and encourage
  - o <u>U</u>ncover facts or feelings
  - o <u>S</u>ummarize and gain agreement

- ✔ 10 Keys to effective listening
  - o Find areas of interest, listen for content not delivery, "stop loadin' yer guns", listen for ideas, be a flexible note-taker, focus on listening , resist distractions (phones, email, etc), exercise your mind, keep your mind open, thought is faster than speech; repeat back what you heard until the speaker agrees

- ✔ Active listening exercises

Leadership Curriculum

Business and Email Writing

Description

Being able to write in a clear and professional style is critical to effective leadership, and to one's career. This course will focus on improving the participant's ability to write, so that their readers will receive clear, concise, and effective messages. Through this training module, participants will reflect on their own areas to improve, and will create an individual approach to resolution.

Agenda

- Target audience overview
  - WIIFM (What's in it for me?)
  - Research your audience before making assumptions
  - Exercise: Write an email to 4 different types of people
- BAM!
  - Capture the reader's attention
  - Exercise with different emails – Find the BAM!
- Structure
  - Inverted pyramid, Grouping information, polite openings, examples
  - Activity: In groups, move index cards around in the "right order"
- Oxygen: creating writing that is open, readable, and to the point
- The importance of grammar, spelling, and editing

Leadership Curriculum

Ethics and Personal Values

Description

Character is composed of your personal standards of behavior including honesty, integrity, and moral strength. Integrity is congruence between what you know, say, and do. Personal values are critical to successful relationships both at work and at home. One of the key ways to understand how to solve an issue is to take the time to get to the root cause of that issue.

This course is designed to improve the participant's awareness of the impact of personal values, and to learn new techniques to get to the root cause of ethics issues. The participants examine case studies of ethical issues in corporations, and work to define the root cause(s) of the issues.

Agenda

- ✔ Developing a strong sense of character

  - o What are values – ethical decisions

  - o The Company's code of ethics

- ✔ Assessing conflicts and creating a plan to resolve them

- ✔ Understanding corporate crime and using structured problem-solving techniques to find ways to eliminate corporate crime

- ✔ Bringing your team together around values, using structured problem-solving
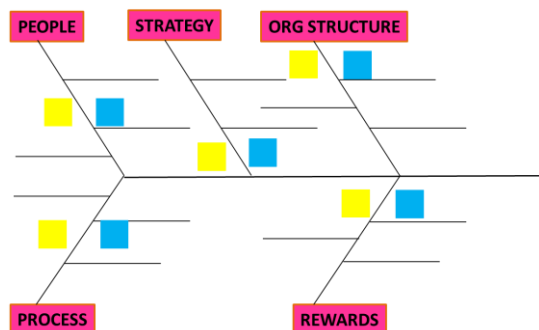
Leadership Curriculum

Managing Priorities/Time Management
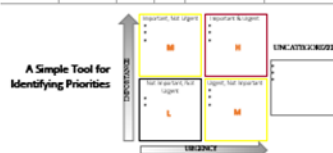
Description

This course is designed to improve the participant's ability to get the most out of each day through actively managing time spent on high priority action items. Participants will learn to deliver against their priorities by reducing the impact of "time wasting traps".

Agenda

✔ Identifying your priorities

- o Listing your tasks and using the priority matrix

- o Shiny objects and other common traps

✔ Understanding time management

- o Envisioning the ideal day versus actual day

- o Defining "What's In; What's Out!"

✔ Planning is the key to managing priorities

- o Developing annual, quarterly, weekly goals, and connecting daily goals

- o Setting and sticking to your schedule

✔ Reviewing progress and making changes
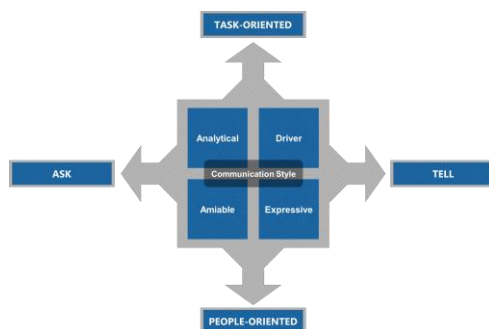
Leadership Curriculum

Self-Awareness and Interpersonal Communications

Description

The course is designed to help you learn more about different Communication Styles, including your Style, others' Styles, and how to adjust to be the most effective leader. In addition, the course builds skills to allow participants to provide effective feedback, both positive and constructive. This course draws on team theory and communications models to solidify trust within a team, thereby fostering high-performing teams.

Agenda

✔ Communications Styles – assessment and activity

- o Understanding various Communication Styles

- o Gaining insight into your own Style

- o Learning how to adjust your Style for others

✔ Feedback Model – Context, Behavior, Effect (+ consequence)

✔ Team development and building trust within the team

- o Understanding Lencioni's Team Development model

- o Communicating effectively within the team

- o Team Activity: scenarios; techniques to facilitate communication
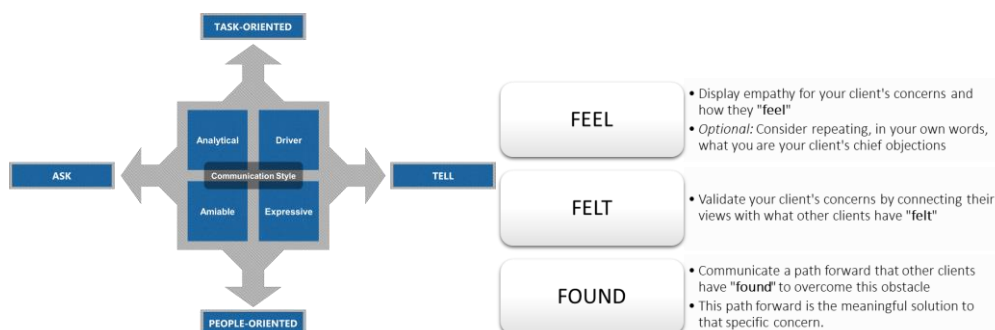
Leadership Curriculum

Communications & Overcoming Objections For Salespeople

Description

The course is designed to help you learn more about different Communication Styles, including your Style, others' Styles, and how to adjust for your clients. In addition, the course builds skills to allow participants to overcome objections in a Sales situation. This course draws on Communications and Overcoming Resistance frameworks, to strengthen Emotional Intelligence and Empathy for customers. Course participants walk out with practical, and practiced, skills to use in a Sales situation.

Agenda

✔ Communications Styles – assessment and activity

- o Understanding various Communication Styles

- o Gaining insight into your own Style

- o Learning how to adjust your Style for your clients

- o Mapping your top clients, their likely Communication Style, and adjusting your verbal and written communications

✔ Overcoming Objections Framework – Feel, Felt, Found (+ affirming & validating objections)

- o Understanding Objections – affirm and validate to show you've heard your client. This section includes brainstorming of common objections.

- o Applying "Feel, Felt, Found" in a way that displays the ability to put yourself in your client's shoes, and provide a new way to think about the area of objection

Leadership Curriculum

Creating and Delivering Effective Presentations

Description

Whether it's a keynote address or a presentation for a few colleagues, you still have to capture attention and hold it. This training is for individuals or groups, the smaller the better, to help participants create and deliver effective presentations. This course employs storytelling techniques to significantly improve the ability to relay information in a manner that is more compelling, and so will be remembered.

Agenda

- ✔ Telling a story

  - o The power of storytelling; stories widely used in the business world

  - o Knowing your audience's interests

  - o Capturing your audience's attention from the beginning

  - o Read your audience

  - o Know your subject

- ✔ Create your story structure – story boards

- ✔ Use visuals versus text

  - o Show processes

  - o Use visuals to paint pictures

- ✔ Writing tips and tricks – Common Errors

- ✔ Deliver presentation

  - o Rehearse and practice - videotaped

  - o Control your voice: tone and speed

- ✔ Close by letting audience know exactly what you need them to do

Leadership Curriculum

Leading by Example

Description

This course is designed to promote leadership behavior, through modeling the right behavior. The job of a manager is to get the system running; it is the job of the leader to turn on the system, and, more especially, to get others to turn it on. The course covers four ways to do this: Set the right example (e.g. the 19th century model of a cavalry officer), Act the part (demonstrate that you are in charge and that you have what it takes by being willing to get out of your skin and connect with others), Handle the tough stuff (pick your moments to battle carefully and persevere), Put the team first (learn to stand in the spotlight when things go poorly).

Agenda

- What makes a great leader v. a good manager?
    - Small team activity and group debrief
    - Leadership Principles
- Setting the right example
    - Stories and examples
    - Walking the talk
- Act the Part
    - Stories and examples
    - Trying something new
- Handle the Tough Stuff
    - Stories and examples
    - How to pick battles
- Putting the Team First
    - Stories and examples

o   Standing up when things go wrong

Leadership Curriculum

Training Others

Description

In many instances, excellent leaders train their employees to pick up new skills and goals. This course is designed to improve a supervisor's understanding of when and how to use training, coaching, or projects to develop their staffs. The course builds the supervisor's ability to use of time-tested training techniques, by demonstrating these techniques, and building their confidence as an instructor.

Agenda

- ✔ Principles of Adult Learning

- ✔ Training Techniques

    o   Icebreakers, Energizers

    o   Brainstorming

    o   Case Studies

    o   Demonstrations

    o   Gallery Walk

    o   Group Feedback

    o   Observation

    o   Reflection

    o   Role Playing

    o   Storytelling

- ✔ Creating a Learning Environment

- ✔ Pre-Work, Post-Work and Tracking Training Effectiveness

- ✔ Put It Into Action – Practice Training

Leadership Curriculum

Task-Based Leadership: Coaching & Delegation

Description

This interactive course is designed to improve the participant's ability to coach individuals and teams to higher levels of performance. The course emphasizes Task-Based Leadership– a model that provides invaluable tools to help the leader spend his/her time on the right areas for his/her direct reports (i.e. those improvement areas that have been agreed to by both the direct report and the coach).
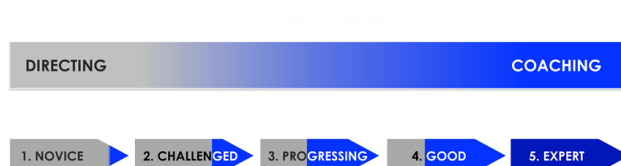
Agenda

✔ What is a great coach?

  o Participant activity: sharing personal examples

  o Famous coaches: their philosophies and behaviors

✔ Coaching Individuals

  o Scattergram: people are experts in some areas, and weak in others

  o Using Task-Based Leadership/Coaching

✔ Coaching Teams

  o Setting a clear vision, with understandable and achievable stretch goals

  o Establishing clear roles and responsibilities, and aligning team goals with rewards and recognition
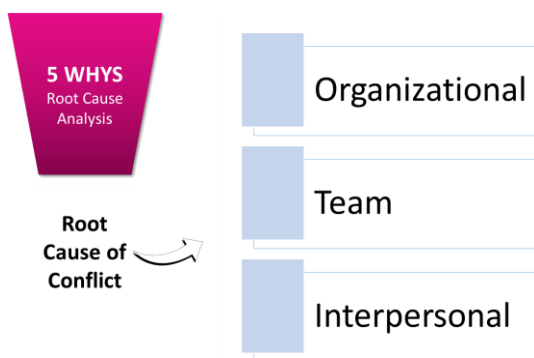
Leadership Curriculum

Conflict Management

Description

This course is designed to improve the participant's ability to identify interpersonal, inter-team, and inter-departmental conflicts, and better isolate the root cause of these issues, understand their role as a "manager of others" in managing conflict, employ the Disciplinary Process and Performance Management tools, as needed, and employ conflict management tools (e.g. CBI Feedback Model, Communication Styles, Lencioni's Team Model) to improve those situations mentioned above.

Agenda

✔ Opening: Understanding the Cost of Conflict

✔ Understanding the Leader's Role in Conflict, and in Conflict Management

    o Being a leader means managing conflict

    o Using Performance Management, the Disciplinary Process, and Human Resources to manage conflict

✔ Identifying the Root Cause of Conflict

    o Examples of organizational, team, and interpersonal conflict

    o Looking for organizational solutions, such as clear roles/responsibilities or sponsorship alignment

✔ Practicing Tools to Manage Conflict

Performance Management and Goal Setting

Description

This course is designed to improve the participant's ability to use the Company's Performance Management processes and tools. Participants will learn how to set SMART goals for employees, hold them accountable, and conduct professional performance management conversations.

In addition, participants will learn when and how to use the Disciplinary Process, for both Exempt and Non-Exempt employees (i.e. Warnings, Performance Improvement Plans). Participants will learn the importance of effective and detailed documentation to reduce legal exposures.

Agenda

✔ Performance Management Overview

  o Importance of Performance Management

  o Reward / Compensation

  o Coaching before Counseling

✔ Performance Management Process

  o Aligning Goals with Business Targets

  o SMART Goals

  o Performance Reviews – Feedback, Active Listening, Effective Questioning

  o Evaluations, Progress Results, Ratings

✔ Disciplinary Process

  o Overview and importance of the Disciplinary Process

  o Company Policies and Procedures

  o Exempt versus Non-Exempt

  o Coaching, Training, Disciplining

Leadership Curriculum

Stakeholder Analysis and Influencing Others

Description

This course is designed to improve the participant's ability to influence others in their organization, and to include these influencing techniques into their project planning and communications. The leader will become more aware of others' objectives, so that the leader can adjust her/his approach to influencing others, so they achieve the desired organizational behaviors.

Agenda

- ✔ Stakeholder Analysis Activity

- ✔ Creating Change and Communication Plans

  - o Learning the principle of "WIIFM" – "What's in it for me"

  - o Learning the importance of structured and cascading communications

- ✔ Influencing Others

  - o 3 Simple Ways to Influence Others

    - ▪ Influence is a process, not an event

    - ▪ Choosing an influencing technique requires putting yourself into their shoes, and considering factors (such as time, money, sponsorship, etc)

    - ▪ Understanding that choices regarding influencing techniques can lead to different results, in terms of Compliance v Commitment

  - o Debrief on process/emotions/active listening

- ✔ Emotional Intelligence

  - o Understanding how to pick up on cues, around resistance

  - o Practicing on-the-fly adjustments and flexibility

- ✔ Final review and presentation of take home exercises

Leadership Curriculum

Interviewing and Selection

Description

This course is designed to improve the participant's ability to display the skill of conducting a standard, consistent, and legally compliant interview. Participants will learn how to engage with the interviewee to learn about past behavior that will predict future performance. Participants will learn how to screen resumes, write interview questions using Behavioral Interviewing techniques, and spend more time *listening* and less time *talking* during interviews.

Agenda

- ✔ Understanding Policies and Legal Guidelines

- ✔ Understanding the Recruitment Process

- ✔ Preparing for an Interview

  - o Defining the job

  - o Defining the competencies, behaviors, and values of the position

  - o Screening resumes: what to look for

  - o Writing effective interview questions

- ✔ Delivering an Effective Interview

  - o Putting candidate at ease

  - o Asking open-ended questions

  - o Listening 80%; talking 20%

  - o Keep interview on track and close effectively

- ✔ Post Interview

  - o Reviewing notes as a team

 - o Evaluating and selecting as a team

Leadership Curriculum

Managing Change

Description

Research shows that 50-70% of how employees perceive their organization can be traced to the actions of one person: the leader. People take their behavioral and attitudinal cues from higher management . . . particularly from the person they report to. This course is designed to improve the participant's ability to manage and communicate change.

Agenda

- ✔ What is Change? Who are Stakeholders to Change?

    o Real business experiences involving Change

    o Stakeholder Map

- ✔ How do individuals and teams respond to change?

    o "The Change Curve" – Phases of Responses

    o Individuals reactions to Change: motivation levels, excitement v. stress

- ✔ Leadership through the "Change Curve"

    o Understanding impacts of Change on all stakeholders

    o Incorporating impacts in plans: training, communications, feedback loops

- ✔ Using the Change Management tools back on the job
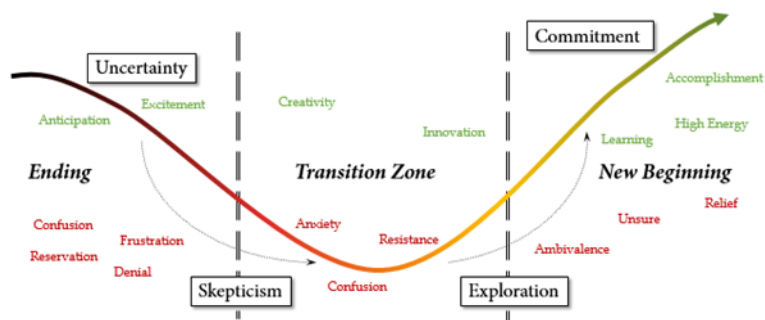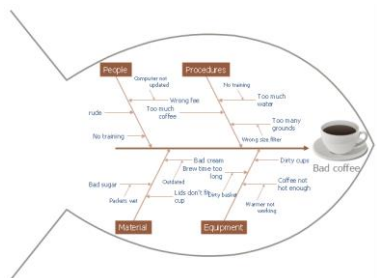
Leadership Curriculum

Structured Problem Solving

Description

This course is designed to improve the participant's ability to assess situations and apply a structured approach to solving problems. Teams will work with real-life business challenges, apply the approach, and present recommendations to the broader class.

Agenda

- ✔ Getting Started
  - o Understand the situation – scenarios and simulations
  - o Identify experts and establish expectations
  - o Learn techniques to assess root cause(s)

- ✔ Define the Problem
  - o Dissect the problem into components and prioritize
  - o Identify resources and obtain commitment to move forward

- ✔ Data Collection and Analysis
  - o Focus on the key questions that get to the root cause of the problem
  - o Manage data and analysis to avoid losing sight of problem

- ✔ Conclusion and Recommendations
  - o Prioritize conclusions into a cohesive set of recommendations
  - o Confirm level of analysis to support recommendations; build consensus

- ✔ Communicating the Solution
  - o Drive to a straight forward compelling message, with supporting data
  - o Present your findings succinctly to the key decision makers
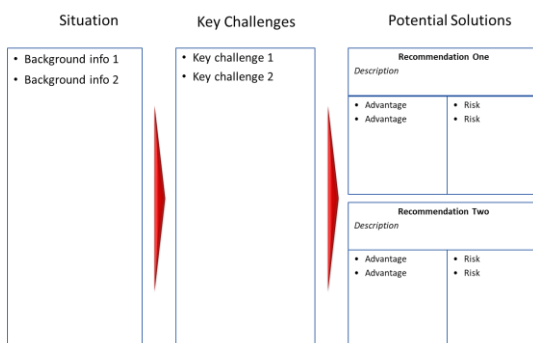
Leadership Curriculum

Effective Upward Communication and Presentations

Description

This course is designed to build the participant's abilities to communicate to higher levels of management. Through simulations, practice, and guest discussions, the participant learns how to value the time of higher level leaders, by presenting through a structured approach (Situation, Challenge, Recommendations). Participants learn to take complex and copious amounts of data, synthesize that data, and develop an "Executive Summary".

Agenda

✔️ What is the key to communications at senior levels?

   o   How much information is enough, too much?

   o   What do senior level leaders respect in communications?

✔️ Business Simulation

   o   Learning the Simulation and Basic Financial Principles

   o   Working in teams to collect data, and make decisions

   o   Collaborating on presentations for senior leadership

   o   Receiving feedback from senior leadership

✔️ Back on the job

Leadership Curriculum
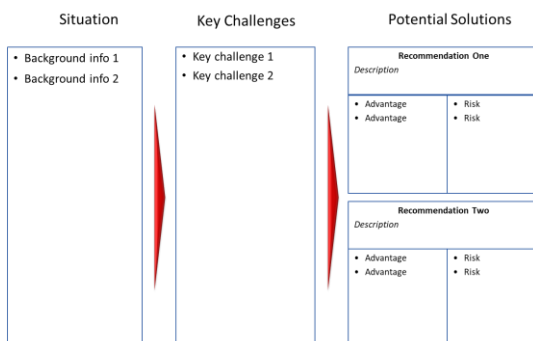
Meeting Management & Decision-Making

Description

This course does more than only teach the best practices of running meetings, it helps leaders consider how they would like all meetings in their company to be held. Often, leaders express that upwards of 50% of their meetings are not productive. This results in many leaders not having enough time in a day to complete their work. In turn, this results in leaders neglecting important elements, including their own functional work and even their own self-care, such as sleep, exercise, and time with their families.

Perhaps one of the easiest ways to return time to individuals is to help organizations run their meetings more effectively. To get to that place, leaders must agree on the purpose of meetings, before they agree to the basics of meeting management. Then, leaders can align around the ways to hold everyone accountable to implementing core meeting management principles.

In this workshop, we tackle team meetings, 1:1s, and the dreaded "status report meeting!" Leaders leave the workshop empowered with best practices, and committed to creating organizational norms around meetings.

Upward Communication   *Team Decision-Making*