

The Challenge of Leadership

ChangeWorks
Inc.



This highly interactive five-day skill-building workshop will help managers – your leaders – develop these critical leadership competencies:

- Interest-Based Leadership
- Communicating for Results
- Developing Others – Coaching for Excellent Performance
- Leading and Facilitating Teams
- Analytical Thinking and Judgment

The workshop concludes with a review of specific leadership tools and techniques, and participants develop a Personal Action Plan to put these tools and techniques to immediate use on their jobs and in their organizations.

Interest-Based Leadership

- The thing that's missing for most people in most organizations: buy-in
- Why "ownership" is of primary importance
- Why lead through "interests"? How to achieve buy-in
- The Interest-Based Leadership Model
- Achieving buy-in and ownership through identifying and meeting interests
- Identifying the key competencies that support interest-based leadership
- Making this workshop work for you

Communicating for Results

- From your Mission Statement to goals and objectives - to results!
- Effective leaders communicate productively
- What happens when we communicate?
- "Top Quadrant" communication for maximum effectiveness
- Your communication style and the styles of others - *The People Process*
- Flexing your style to communicate effectively with others
- Negotiations and persuasion - *The Influence Process*
- Getting what you want in any situation
- Helping others get what they want while strengthening the long-term relationship



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Developing Others: Coaching for Excellent Performance

- Helping all of your people do an excellent job all of the time
- Coaching for excellence and The Performance System
- Setting challenging performance expectations jointly with your people
- Providing continuous performance feedback - both feedback for reinforcement and feedback for change
- Providing reinforcing consequences - effectively rewarding excellent performance
- Providing needed information and training
- Removing or minimizing task interference
- Planning for the continuing development of every employee
- Making performance appraisals a motivating tool

Leading and Facilitating Teams

- Why teams?
- Determining the characteristics of a high performance team
- Welding a group of individuals into a high performance team
- Assessing the present functioning of your team
- Motivating all team members toward high performance
- Defining the purpose and mission of the team
- Setting challenging yet achievable goals with the team
- Establishing complementary roles for every team member
- Integrating the individual interaction styles and personalities of every team member for maximum performance
- Developing and strengthening facilitation skills
- Facilitating teamwork - obtaining input from all team members in problem solving and decision making
- Conducting effective, productive team meetings
- Continuing to develop the team to its full potential



Analytical Thinking and Judgment

- Key analytical skills: solving problems, making decisions, and successfully implementing plans
- Getting the right people involved in the right way and at the right time
- Applying the proven, step-by-step method - the Rational Process
- Solving problems: defining the problem, determining the cause of the problem, and developing solutions to the problem
- Making decisions: determining and organizing objectives, determining and evaluating alternatives, and making the best-balanced choice
- Implementing plans: developing step-by-step plans to effectively implement decisions, troubleshooting the plan, and measuring and monitoring results
- Exercising creativity and judgment - the human factor
- Facilitating teamwork in problem solving and decision making
- Presenting action proposals so that action is taken

Using Your Leadership Tools

- Interest-based leadership
- Get what you want
- Stop wasting time
- Develop your Personal Action Plan

This workshop is carefully tailored to meet the development needs of a specific group of participants. This is accomplished by using a **Pre-Workshop Fax-Back (or E-mail-Back) Questionnaire** to fine-tune workshop content and approach. Also, each participant's **Expectations for the Workshop** are gathered and considered at the beginning of the workshop. Every effort is made to ensure the workshop's content and approach are responsive to participants' needs.

Although this program is available in several formats, five full days is recommended.

