



“LEADERSHIP EDGE” COACHING & TRAINING MODULES

Executive Impact offers a customized approach to leadership and team development. Our Leadership Edge modules are used in individual 1:1 coaching sessions, 4 hr group sessions or in 2-3 day retreats.

Kickoff Session w/ ProfileXT Assessment

- Personal Histories
- The Dream Team Exercise
- Influencing Behavior and Productivity
- The Success Matrix
- Understanding the Individual & Team ProfileXT Assessment Results

Leaders will:

- Define the elements of a leadership dream team
- Understand what it takes to be a motivational leader
- “Buy in” to the development program recognizing that training should result in behavior change
- Understand their natural “wiring” ~ areas of strengths and areas to improve as a leader

Developing Trust & Respect

- Trust & Respect Defined
- How Values Impact Trust & Respect
- False Respect
- Why People May Not Trust & Respect
- Strategies for Developing Trust & Respect
- Communicating Honestly and Directly
- Gaining Credibility

Leaders will:

- Recognize their personal behaviors that get in the way of building trust and influencing others
- Identify the warning signs of low trust
- Learn to communicate directly, build competencies and select strategies for developing trust

Communicating for Results

- What is Effective Communication
- The Problem with Communication
- Communication Blockers
- The Communication Process
- Communication Methods and Strategy
- Active Listening
- Fostering Open Communication

Leaders will:

- Learn various methods for communicating in the workplace
- Diagnose the top three communication problems that exist in their department or organization
- Learn how to distinguish between facts and interpretation of facts (listening for clarity)
- Identify their own communication and conflict style
- Understand how to listen so that others feel heard
- Become aware of what blocks effective communication and how to correct it

The Responsibility of a Leader ~Accountability

- The Responsibility of a Leader
- The 21st Century Worker
- New Roles for The People Leader
- Effective Leaders Are Good Followers
- Leadership Self-Assessment

Leaders will:

- Recognize their responsibility for the performance of their team and develop actions to improve performance
- Understand specific leadership skills they are missing and what skills need to be developed
- Learn the various expected roles a people leader must perform to do his/her job well
- Learn the “accountability question” and “accountability formula” to eliminate a culture of blaming and build a proactive culture of ownership

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

Leaders will:

- Understand what causes some employees to perform better than most
- Learn the differences in personalities and how to flex their communication and leadership style to meet the needs of their team
- Identify their personal leadership values and how to develop behavioral expectations accordingly

Motivating People

(Part Two)

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

Leaders will:

- Understand the three types of motivation
- Learn what they can do to better motivate their team
- Practice the 3 step formula for giving positive feedback
- Learn the 7 appreciation styles and how to use them in motivating team members

Coaching for Excellence

- Coaching and Mentoring Defined
- Coaches as Change Agents
- The Seven Coaching Hats
- The GROW Coaching Model
- When to Coach
- Coaching Exercises
- Creating Development Plans

Leaders will:

- Learn how to use questioning and “reframing” techniques in their coaching conversations in order to get better results with employee
- Elevate skill level in creating development plans for and with employees
- Experience advanced listening techniques
- Learn when, how, and what questions to ask for desired outcomes
- Understand how to help employees let go of “interpretations” that are causing conflict and/or limiting success

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

Leaders will:

- Learn the 6 key questions for diagnosing underperformance
- Learn and practice the 5 step formula for addressing poor employee performance and behavior
- Understand how to identify whether an employee needs more training, coaching or whether they have a “job fit” problem
- Map out a 90 day plan to onboard and coach new employees entering their department (coaching for success)
- Learn the coaching questions that inspire and motivate team members

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

Leaders will:

- Complete a department analysis to identify their specific department/divisions strengths and weaknesses
- Learn how to conduct a strategic planning session with their department
- Learn and practice developing “SMART” goals to cascade strategic initiatives into actionable goals for/with their department/team
- Identify their personal priorities and high pay-off activities

Managing Tasks & Responsibilities

- The Power of Priorities
- Managing Your Time
- Time Robbers ~ Dealing with Time Wasters
- Overcoming Procrastination

Leaders will:

- Learn to lead from a “priorities” perspective
- Recognize and correct time wasters
- Learn how to effectively deal with interruptions
- Learn how to “group” activities and communication to maximize time
- Clearly identify their high and low payoff activities and manage time more proactively and 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

Leaders will:

- Recognize self-imposed barriers to delegation
- Identify specific types of tasks or projects to delegate
- Learn to whom and when to delegate
- Understand how to effectively delegate by developing and executing a delegation plan

Managing Change

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

Leaders will:

- Recognize their own willingness to change
- Learn why people resist change
- Identify strategies for dealing with and leading change
- Learn how to introduce change to employees so that it is motivating
- 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

Performance Management

- Definition
- The Development Process
- Assessing
- Establishing Performance Goals
- Determining Job Responsibilities
- Drafting a Job Description
- Observation and Feedback
- Evaluating and Coaching
- Rewarding or Improving
- Celebrating or Separating

Leaders will:

- Learn their responsibility for selecting, developing, and managing employees
- Conduct a Job Analysis Survey to be used to develop job descriptions and learn techniques to identify culture and job fit to positions

Successful Interviewing & Selection

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

Leaders will:

- Learn how to create competencies needed for specific job positions
- Create behavioral-related interview questions for a current opening or high turnover positions
- Understand better how to conduct interviews
- Learn which questions will open up a company to legal risk
- Learn how to rate and select candidates based on past, present, and future predictors

Developing Performance Measurements

- Why Measure Performance?
- The Measurement Process
- Overcoming Obstacles to Measurements
- Implementing Performance Measurements

Leaders will:

- Learn how to use the 6 critical elements to development performance measurements
- Develop departmental and employee measurements to create workforce motivation and goals
- Create a performance implementation plan following the 5 step process
- Discover ways to get employees excited about measuring results
- Develop visual tools for measuring results

Writing & 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

Leaders will:

- Analyze and document performance through the year
- Understand the different values and behavioral expectations that exist between leaders and their employees
- Learn how to effectively communicate behavioral expectations to staff
- Learn to write and deliver performance appraisals that get employees talking
- Discover how to hold employees accountable for specific improvement
- 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

Leaders will:

- Understand the competency-job analysis process
- Analyze the specific jobs of their direct reports
- Create Job Descriptions
- Identify training needs and create a training/development plan for their employees
- Determine what methods are best for training their staff

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

Leaders will:

- Further understand the legalities of terminating employees
- Learn methods for dealing with serious problem behavior that may require immediate or planned termination
- Learn how to understand the needs of the “difficult” employee and best meet those specific needs

Problem Solving & 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

Leaders will:

- Learn to address specific problems preventing them from departmental or organizational success
- Use the problem solving/decision making format to begin solving problems individually as well as with their team

Effective Meetings

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

Leaders will:

- Learn when to have meetings and why
- Learn how to conduct meetings
- Understand how to set a positive tone in meetings
- Discover when and how to ask specific questions
- Learn how to deal with unwanted meeting behavior

Personal Leadership & Life Planning

- What is Personal Leadership
- Your self-Image
- Understanding Your Personal Values
- How Dreams & Desires Affect Your Goals
- Choices, Rewards, and Consequences
- Creating Positive Personal Change
- Your Personal Plan of Action

Leaders will:

- Understand how they are perceived as a personal leader and the impact it has on their influence
- Learn how to improve their self-esteem
- Understand their personal values and make decisions accordingly
- Create a life plan and begin implementing it
- Learn how to better accomplish their goals

Stress for Success

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

Leaders will:

- Better understand their priorities and pressures
- Learn how words shape feeling and influence behavior
- Implement strategies for dealing with “stressors” as they happen
- Identify the signs that employees are “burning out”