Achieving Results Through Genuine Leadership®

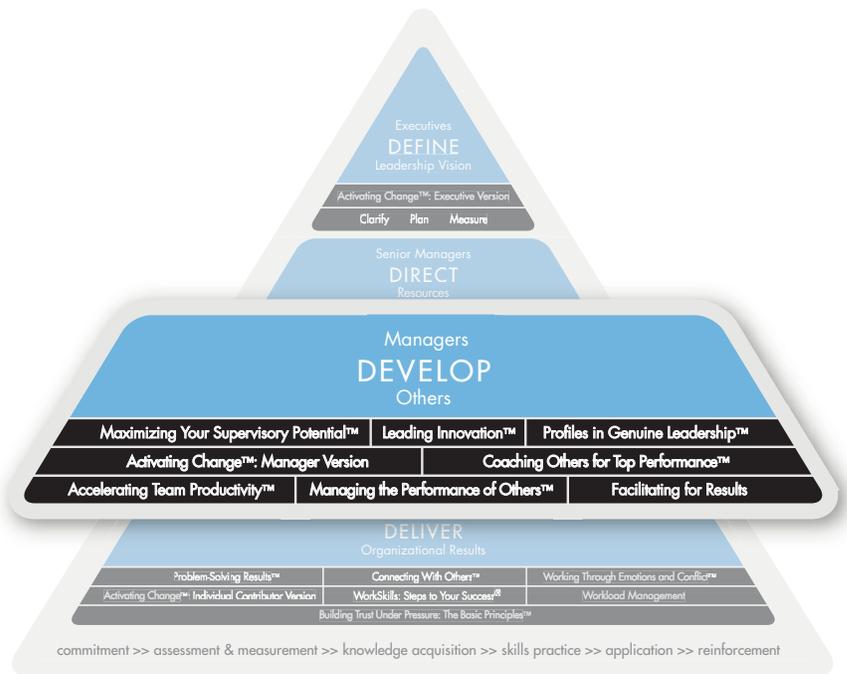**Training**

Meeting the needs of the new global marketplace with a flexible, total-systems approach.

Develop Level Programs
Frontline Leaders and Managers DEVELOP Others

It is the responsibility of frontline supervisors and managers to develop the capabilities of the organization—individuals, processes, and systems—in order to execute and implement defined strategy. Without sophisticated and competent leaders at this level, organizations compromise their ability to succeed in today's competitive business climate.

At the Develop Level of our *Genuine Leadership®* system, we offer modules for leadership development in several different skill areas.

achieveglobal®

Developing the 21st century workforce™

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Coaching Others for Top Performance™ (2-day workshop)

The *Coaching Others for Top Performance*™ workshop explores the principles and qualities of genuine leadership and focuses on developing skills that can help participants perform daily coaching activities. This workshop provides participants with skills to help build constructive relationships, resulting in a stronger commitment to improving performance and, ultimately, a difference for the organization. During the two-day workshop, participants engage in a variety of individual and group activities, video demonstrations, and role plays, as well as partner and large group discussions.

Module 1: Building Trust Under Pressure: The Basic Principles™ (4 hours)

Building Trust Under Pressure: The Basic Principles™ addresses how current business issues affect participants' ability to achieve results and introduces a universal set of guidelines that helps transform individuals into genuine leaders.

Using The Basic Principles as a catalyst for personal and organizational success, the program drives participants to understand how the principles relate to their daily challenges and illustrates how to effectively integrate them into their own work behaviors.

Participants leave the program armed with the skills, strategies, and knowledge needed to approach business challenges from a new perspective, thereby achieving greater results for themselves and their organizations as a whole.

Module 2: Providing Constructive Feedback™ (4 hours classroom)

To know how well they are doing, individual contributors need regular feedback from their manager. Providing constructive feedback not only helps solve problems, but also can work to prevent potential problems from growing to the point in which they have a negative impact on others and the organization.

At the end of the module, participants will be able to:

- Define and describe constructive feedback.
- Identify opportunities to provide constructive feedback in their work environment.
- Recognize the challenges and benefits of providing constructive feedback.
- Evaluate their current level of effectiveness at providing constructive feedback.
- Demonstrate a set of key actions for providing constructive feedback to others.
- Conduct constructive feedback conversations that result in action toward improved performance.

Module 3: Developing Others™ (4 hours classroom)

Individual contributors face regular challenges in performing their work, and a supervisor's job is to help them work through these challenges. Sometimes the best help a coach can give is to assure their employees that they have the ability to make decisions and solve problems on their own. When individuals radiate confidence, they can perform at their best.

At the end of the module, participants will be able to:

- Describe the role of a manager in developing others.
- Explain how developing others can benefit everyone: those being developed, the manager, and the overall organization.
- Recognize the challenges faced in developing others.
- Identify opportunities to develop the skills and capabilities of others.
- Demonstrate a set of key actions for developing others.
- Demonstrate a variety of listening and asking techniques that will help others feel confident in their own decisions.
- Conduct focused development conversations that result in professional development and growth.

Module 4: Giving Recognition™ (4 hours classroom)

Over the long term, excellent performance and productivity are rewarded with improved customer loyalty and organizational success. But in the short term, people want to hear from others around

them that they are doing something right. By recognizing and reinforcing positive behaviors, managers can encourage and reinvigorate individual contributors. This module helps managers learn how to acknowledge accomplishments in ways that will inspire excellent performance.

At the end of the module, participants will be able to:

- Describe the impact of recognizing others on individual and organizational success.
- Demonstrate a set of key actions for giving recognition.
- Determine the type of recognition best suited for each recipient.
- Deliver recognition to sustain and encourage excellent performance.

Activating Change™: Manager Version (1 1/2-day workshop)

Employees look for leaders to cut through the noise, and provide clarity and direction in a workplace where change is the constant. As a result, this solution calls out and underlines the most critical practices for leading change today, helping employees to:

- Acknowledge the pivotal role change capability plays in improved organizational and individual performance.
- Take high-payoff actions to build change capability in their organizations.
- Maximize their commitment—and encourage the commitment of others—to making change happen.
- Work toward ensuring that expected change results are realized.

Unit 1—Activate Capability

In today's dynamic workplace, success depends upon everyone at every level of the organization being "change-capable"—the ability to become good at, comfortable with, and even excited by constant, rapid change. Effective managers and supervisors recognize that the ability to accept, embrace, and even drive change exists in everyone. They also recognize the very human needs—for context, as well as a sense of freedom, confidence, and control—that emerge in the face of change. The practices learned in this unit

create an environment that encourages individual change capability to grow. By the end of this unit, participants will be able to:

- Take action to create change-capable conditions in their areas of responsibility.
- Increase employee understanding of the factors that necessitate change.
- Accelerate change results and buy-in through experimentation.
- Build momentum for change by focusing on strengths and successes.
- Know when and how to involve others for the maximum return.

Unit 2—Communicate for Results

Inadequate communication is mentioned time and again as one of the most significant reasons that change initiatives fail to yield expected results. Change creates ambiguity, and people crave information to carve out some clarity. Effective change leaders, however, do more than fill in information gaps and spell out accountabilities. They communicate in a way that inspires positive energy and forward momentum. They pay focused attention to encouraging ongoing, candid dialogue about change. In this unit, participants learn critical change communication practices that catalyze commitment and results-oriented action. By the end of this unit, participants will be able to:

- Inspire a sense of positive urgency, energy, and forward momentum for change.
- Identify the right type of information to provide based on change scope, timing, and audience need.
- Maximize the impact of change messages.
- Ensure ongoing clarity of change expectations and results.
- Encourage ongoing two-way dialogue about change.

Unit 3—Monitor Mechanics and Mood

With changes coming one right after another, it's easy to just keep moving on to the "new ones." Changes people are currently being held accountable for get less attention than they deserve. People lose focus and begin to feel unsupported, creating another chance for resistance and disengagement to take hold. In the long run, results suffer.

Change leaders know that change requires managed attention. They monitor the mood of the organization as rigorously as other performance indicators and take fast action to keep change on track toward anticipated outcomes. In this unit, participants learn practices to stay in touch with implementation challenges, as well as strategies for responding to resistance. By the end of the unit, participants will be able to:

- Assess current capacity to implement change successfully.
- Identify and stay current with change resource needs and plan appropriate next steps.
- Pinpoint and act upon practices and procedures that get in the way of change.
- Respond effectively to change resistance.

Managing the Performance of Others™ (2-day workshop)

As the manager, supervisor, or leader of a work group or team, performance leaders help others do the work that ultimately makes an organization successful. This workshop focuses on the performance management aspects of a manager's role. The skills taught in this workshop help participants prepare for and conduct different types of performance-related discussions. During the two-day workshop, participants engage in a variety of individual and group activities, video demonstrations, and role plays, as well as partner and large group discussions.

Module 1: Planning for Performance Discussions™ (4 hours classroom)

Today's work environment presents difficult challenges: increased workloads, more varied tasks, and competing responsibilities. In order to succeed, employees must know how to manage priorities and achieve their goals. Managers are responsible for guiding and influencing the performance of others so that they can meet the challenges of a constantly changing environment. By effectively planning for performance-related discussions, managers establish a framework within which they can set mutual expectations, address performance issues, and help people respond to new developments.
At the end of this module, participants will be able to:

- Describe the role of a performance leader.
- Explain how an individual's work supports the organization's goals.
- Demonstrate a set of key actions for performance planning.
- Create verifiable, objective goals using specific criteria.
- Recognize the challenges individuals might have in achieving their goals and develop strategies to overcome these challenges.
- Prepare for focused performance management conversations to address expectation setting, poor performance, and performance appraisals.

Module 2: Clarifying Performance Expectations® (4 hours classroom)

The ability to set and reset performance expectations swiftly and in a straightforward manner is a critical skill for all performance leaders. This module provides a process for handling conversations about work expectations in a way that reduces ambiguity, increases trust, and strengthens the working relationship between the manager and employee.

At the end of the module, participants will be able to:

- Identify when a performance expectation discussion is necessary.
- Respond effectively to questions and concerns people have about work priorities and goals.
- Use the key actions to hold a productive discussion about expectations.
- Clarify expectations in a way that increases employees' ability to manage more of their job responsibilities on their own.

Module 3: Correcting Performance Problems™ (4 hours classroom)

The pressure for speed, productivity, and bottom-line results has never weighed more heavily on organizations than now. Managers must ensure that everyone takes responsibility for performing his or her job as effectively as possible. Employees need training and coaching so they can manage their own performance. When these approaches aren't enough, managers

need to step in and take prompt and decisive action.

At the end of the module, participants will be able to:

- Recognize why managers delay correcting poor performance.
- Describe the consequences of delaying action to correct poor performance.
- Identify performance situations in which to take action.
- Explain the benefits of thorough preparation when planning a discussion about poor performance.
- Demonstrate a set of key actions for correcting performance problems.
- Conduct focused conversations about poor performance that result in action toward improvement.

Module 4: Conducting Performance Reviews™
(4 hours classroom)

The formal performance review can be an extremely powerful tool for the performance leader. This is especially true today, when people work more independently and there are few opportunities for the manager and employee to step back, look at what's happened, and decide where to go in the future. This module presents a collaborative approach to the formal performance review. Participants learn how to prepare employees for a review, how to manage expectations during the session, and how to create an atmosphere that encourages openness about concerns and plans for the future.

At the end of the module, participants will be able to:

- Prepare for focused and collaborative performance review meetings.
- Help employees prepare for performance review meetings.
- Give their perspective of performance by focusing on core points.
- Overcome major performance disconnects with employees.
- Increase employee motivation, learning, and productivity, and ensure collaboration throughout the year.

Maximizing Your Supervisory Potential™
(1-day workshop)

Module 1: The Hallmarks of Supervisory Success™

In today's business environment, supervision represents one of the most important levers for achieving extraordinary organizational results. Whether a vice president or a first-line supervisor, leaders grapple with issues related to strategy, strive for high levels of customer satisfaction, and are responsible for real work and concrete deliverables. But of all their tasks and areas of focus, it's their supervisory role that has the greatest impact on them personally, on their employees, and on the business.

At the end of this module, participants will be able to:

- Manage the transition to a supervisory role.
- Outline actions required to build credibility.
- Identify strategies to tap into the commitment of others.
- Create a clear connection between departmental and organizational goals to increase work group commitment.
- Plan for a conversation to build a constructive relationship with their own manager in order to gain managerial support.

Module 2: Delegating for Shared Success™

No other responsibility distinguishes a supervisory role from others more than delegating tasks and projects. Delegation is the linchpin between employees, their leaders, and results. When poorly executed, delegation negatively impacts productivity and leaves employees feeling frustrated and doomed for failure. On the other hand, when done well, delegation taps in to the full capability of others, building confidence and enhancing supervisor-employee relationships. With sound delegation practices in place, supervisors can focus their attention on value-added activities like removing performance barriers, planning, and continuous improvement.

At the end of this module, participants will be able to:

- Assess delegation challenges and skills to understand their own delegation style.
- Evaluate what work must be done alone versus what can/should be completed through others.
- Plan tasks to delegate and align the tasks with the appropriate staff.
- Conduct a delegation conversation that results in the employee understanding the task, how it fits into the big picture, and expectations.
- List follow-up actions that can be taken to ensure delegation success.

Accelerating Team Productivity™ (2-day workshop)

Today's teams are expected to produce more than ever before, faster than ever before. As a result, this workshop is designed to help leaders focus teams on key results and outputs, build energy and momentum toward achieving goals, negotiate on their team's behalf, and handle difficult dynamics within a team that impact performance. Modules include:

Module 1: Building Team Pride and Purpose™ (4 hours)

This module provides team leaders with the principles and skills that instill high degrees of pride and purpose in their teams. It explores today's workplace challenges and the need for accelerating performance through teamwork. Return participants in this program will learn how to:

- Provide a context for collaboration.
- Review the team's goals.
- Highlight team strengths and accomplishments.
- Generate ideas for meeting goals.
- Agree on strategies to move forward.
- Provide ongoing support.

Module 2: Developing Team Agility: Day-to-Day Tools™ (4 hours)

This module focuses on the strategies team leaders can use and actions they can take to build high levels of team agility: quickness, flexibility, and adaptability. Participants focus on three agility areas to help accomplish this:

Focusing Team Effort

- Setting Team Boundaries
- Establishing Ground Rules
- Measuring Your Team's Contribution
- Clarifying Team Roles and Responsibilities
- Quick Start Survey

Learning Just-in-Time

- Learning From Mistakes
- Recognizing What's Going Well
- Developing a Hand-off Plan
- Status Check Meeting
- Team Self-Evaluation
- Peer Coaching
- Best Practice Networking

Staying Informed

- Senior Management Message
- Contracting With Your Sponsor or Champion
- Customer Dialogue
- What's the Latest

Module 3: Resolving Conflicts Within Your Team™ (4 hours)

This module focuses on handling tricky situations that often develop among and between team members. It provides the skills and tools for team leaders to intervene directly or to support team members in addressing these situations on their own.

At the end of this session, participants will be able to:

- Describe the issue.
- State the impact on results.
- Invite an open exchange of reactions.
- Invite suggestions for ways to proceed.
- Gain agreement on next steps.

Module 4: Negotiating Resources for Your Team™ *(4 hours)*

This module provides participants with the negotiating skills they need to secure resources for their teams. Further, participants learn to negotiate solutions that work for all parties involved.

At the end of this module, participants will be able to:
- Describe the need and its merits.
- Explore the other person's viewpoint.
- Summarize mutual benefits.
- Explore multiple options.
- Agree on next steps.
- Follow up with all involved.

Leading Meetings – Facilitating for Results™ *(8–12 hours)*

This program helps individuals identify the skills that facilitators need to lead effective, results-oriented meetings. Participants leave the session able to conduct productive, results-oriented meetings, no matter how complex the issue or diverse the group.

Leading Innovation: From Concept to Customer Value™ *(1-day workshop)*

Productivity initiatives, process improvement, and downsizing can only take an organization so far. The viability of organizations depends upon innovation—one of today's most powerful competitive advantages.

For organizations needing to accelerate growth and achieve critical business objectives, *Leading Innovation: From Concept to Customer Value™* provides supervisors, team leads, managers, and middle managers from all functional areas with a framework, best practices, and tools required to make innovation pay off.

Unlike many programs that concentrate exclusively on creativity and/or the 'fuzzy front end,' *Leading Innovation: From Concept to Customer Value™* develops skills and competencies around building a culture of innovation, as well as the capability to manage and

facilitate a process that will bring results to a new level. This process not only helps participants understand their role as innovative leaders, it also helps create a common language and serves as a critical focal point for appropriately prioritizing and deploying the effort and energy of all involved.

Units include:
- Unit 1–The Heart of Innovation
- Unit 2–Your Role in Innovation
- Unit 3–Optimizing Diversity
- Unit 4–Sparking New Thinking
- Unit 5–Shaping and Selecting Ideas
- Unit 6–Executing Innovation

Profiles in Genuine Leadership *(4 hours)*

Profiles in Genuine Leadership presents an opportunity for leaders to examine and discuss their current business challenges with others who face similar issues—then take action to optimize their individual performance by capitalizing on their strengths and addressing areas that need improvement.

A main focus of the program is the Leadership Profile, an enlightening self-assessment that uncovers leadership strengths and identifies opportunities for development. After completing the self-assessment, participants are driven to reflect on their challenges and connect them to the results.

Participants leave the program with a self-devised action plan designed to optimize their performance and develop their individual leadership profiles in a way that contributes to both personal career growth and organizational business results.

About AchieveGlobal

In the 21st century, the level of human skills will determine organization success. AchieveGlobal provides exceptional development in interpersonal business skills, giving companies the workforce they need for business results. Located in over 40 countries, we offer multi-language, learning based solutions—globally, regionally, and locally.

We understand the competition you face. Your success depends on people who have the skills to handle the challenges beyond the reach of technology. We're experts in developing these skills, and it's these skills that turn your strategies into business success in the 21st century.

These are things technology can't do. Think. Learn. Solve problems. Listen. Motivate. Explain. People with these skills have a bright future in the 21st century. AchieveGlobal prepares you for that world.

About The Workforce Development Center at Bunker Hill Community College

The Workforce Development Center at Bunker Hill Community College supports the training and education needs of the business community in Greater Boston. It seeks to improve the skills and knowledge of incumbent workers that leads to improved job performance, morale, and productivity.

With a considerable training network consisting of subject matter experts from a variety of fields, the Workforce Development Center can deploy these adept facilitators to your work site for consulting and training engagements.

The bottom line result: Close desired performance gaps leading to better business performance.

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