

3

*Comparing Three Options
for Leadership Development*

2

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Three Options: 3 Day | 2 Day | 1 Day



9 "Must-Have" Skills for Supervisors and Team Leaders™

3 Day Boot Camp

This is our most intensive business leadership training. The 3 Day Boot Camp enables learners to maximize practice. We drill deep into all nine essential supervisory skills.

There are nine global learning objectives which are examined over the course of the three days. Typically each day of the boot camp runs for about six and a half hours.

An excellent option is to hold this event off-site. If so, we recommend that organizations schedule some light social time after hours so that participants can reflect upon and digest lessons learned from the day.

During this intensive boot camp we introduce a talent development approach called Group Based Coaching. For some participants an optional use of after-hours time is to continue learning via this approach.

Reserve your dates online at leader9.com

Three Options: 3 Day | 2 Day | 1 Day



Our most popular business leadership training!

Featuring six universal learning objectives, this two day session leans heavily on the skills of motivating people, handling difficult employee conversations (scripting), coaching and disciplining.

Although all nine supervisory skills are covered in this business leadership training, it is the emphasis upon dealing with people that tends to make this so popular.

Some organizations like the option of creating either a weekend retreat or a Friday/Saturday off-site retreat. Regardless of the two days of the week you choose for this workshop, participants will improve performance results by better leveraging nine critical leadership skills that go well beyond the technical work skills that have contributed to their current success.

Reserve your dates online at leader9.com

Three Options: 3 Day | 2 Day | 1 Day



This fast-paced business leadership training enables participants to examine how they can apply the 9 *"Must-Have" Skills for Supervisors and Team Leaders™* to their leadership roles.

All nine supervisory skills are introduced using accelerated learning principles for engaging adult learners (see learning approach).

Relying upon four concrete objectives, this session drills into coaching, disciplining and scripting – three of the "must-have" skills.

Plus, participants will take away seven proven essentials for motivating employees.

Action planning for further talent development is an additional component of this single day business leadership learning event.

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Learning Objectives Comparison

<i>Learning Objective</i>	<i>3 Day</i>	<i>2 Day</i>	<i>1 Day</i>
Improve performance results by pinpointing and honing nine critical leadership skills that go well beyond the technical work skills that have contributed to your current success.	√	√	√
Coaching, disciplining and scripting - three of the "must-have" skills: Become crystal clear about how they are different and how to leverage each one to increase your effectiveness as a manager.	√	√	√
Capitalize on the "four buckets" of non-performance to make more crisp decisions about what to do with people who just aren't cutting the mustard.	√	√	√
Engage in difficult conversations with greater confidence.	√	√	
Stop doing the work that employees really should be doing! Instead, strengthen three skills that you must be doing - planning the work, delegating and measuring work.	√		
Capture seven proven essentials for engaging and energizing employees.	√	√	√
Practice and strengthen your ability to document difficult performance situations so that your written results are concise, factual and legally defensible.	√		
Refine the usage of candor - without being heavy handed - as an approach for increasing individual performance and overall organizational effectiveness.	√	√	
Develop and hone best practices for motivating people and developing the talent pipeline back at work by participating in Group Based Coaching.	√		

Continuous Learning

We use accelerated learning principles for teaching and engaging adults. Our boot camps, workshops and seminars rely upon interactive exercises, relevant business examples and participant involvement to reinforce application.

The learning we facilitate is tailored to the unique needs of the organization as well as the participants. Continuous learning is the fabric woven into our business leadership training.

9 “Must-Have” Skills for Supervisors and Team Leaders™



Coaching



Delegating



Disciplining



Documenting



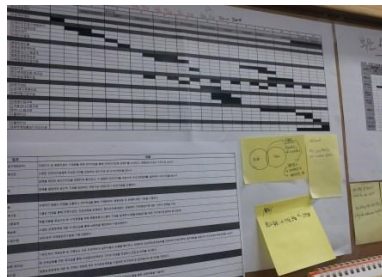
Fulfilling Dynamic
Changing Jobs



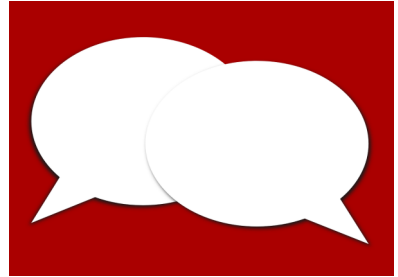
Measuring Work



Motivating People



Planning Work












Scripting

Learning Approach - 9 Formats Increase Value, Fun and Engagement

<i>Learning Format</i>	<i>Icon</i>	<i>3 Day</i>	<i>2 Day</i>	<i>1 Day</i>
ASSESSMENTS are pen and paper questionnaires designed to help participants measure either their own talent or that of the people they lead. The assessments serve as a baseline for understanding how an individual is currently performing and provides insight on how growth and development can occur.		√	√	√
CASE STUDIES are relevant and real experiences, combined with lessons learned, of business leaders although names are sometimes changed to protect confidentiality.		√	√	√
DOCUMENTATION PRACTICE goes beyond business writing by focusing exclusively upon documenting employee performance, team leader expectations, workplace standards, etc. Special emphasis is placed upon making sure that the documentation is concise, factual and legally defensible.		√		
GROUP BASED COACHING follows a three-part model for creating leadership change: 1) visualizing the future, 2) operationalizing the vision and 3) creating the motivation for change. Small groups of approximately four participants each are established on the first day and then trained to simultaneously challenge and support each other on all three days so that the leader accomplishes incremental change in their own development. In addition, the facilitator provides feedback to individuals and teams in a dynamic fashion as the group based coaching exercises are executed.		√		
LIVE MODELING occurs at the front of the room as the facilitator demonstrates, with occasional humor, both good and bad examples of how to handle common and difficult leadership situations. Participant suggestions from past boot camps as well as the day of learning circumstances are used to increase relevancy.		√	√	√
PRE-TEST/POST-TESTS measure what participants already know and what they have learned. Each test of knowledge has ten questions consisting of either True/False or multiple choice questions.		√	√	
SKILLS PRACTICE is the polishing of the diamond called talent. It occurs after defining a skill and describing it via example by the facilitator. It is designed as a learning experience to put into immediate practice the leadership skill highlighted in a particular module of the boot camp, workshop or seminar. For example, <u>scripting</u> is one of the 9 " Must-Have " Skills for Supervisors and Team Leaders™. After it is introduced in the large group, participants are typically divided into triads (small teams of three) to practice the skill in a comfortable, low-risk environment.		√	√	√
TEAM EXERCISES are participant-centered learning opportunities to discuss, brainstorm and answer challenging questions and/or summarized situations queued up by the facilitator. Learning tends to be three dimensional since it draws from the participant's own experiences, the material and the feedback from other participants similarly situated in business.		√	√	√
TEAM TRIVIA CONTESTS are fun, information-driven team competitions designed to re-enforce learning in a low-risk fashion. In the 3 Day Boot Camp one contest is held approximately half-way through the three days and one is held at the conclusion of the third day. Modest prizes are awarded to the members of the winning team.		√		




Curriculum Outline Comparison

<i>Content</i>	<i>Icon</i>	<i>3 Day</i>	<i>2 Day</i>	<i>1 Day</i>
PRE-TEST: You'll discover quickly that we grade a whole lot differently than school. This isn't about being graded, it's about learning relevant skills that you will use your entire career.		√	√	
CASE STUDY: "Let them solve the problem." Transition more fully and powerfully into management by learning how to use this insight to empower your employees.		√	√	√
Increase your credibility by following "the arm's length" rule to overcome the buddy syndrome.		√	√	√
Use the Skills Box to layout your blueprint for which technical skills to leverage right now and which leadership skills to hone for the future. Every skill you sharpen increases your value.		√	√	√
ASSESSMENT: Measure how you stack up on each of the 9 "Must-Have" Skills. Use this simple tool to strengthen your leadership approach.		√	√	√
Six criteria for formality – apply them to determine when you should be coaching so that you don't get at odds with HR – or the law!		√	√	√
Three continuous components of coaching – one should be done ten times more frequently than the other two. Do this one action more to see your results skyrocket.		√	√	√
LIVE MODELING: Three common coaching mistakes and six proven practices. Manage all 9 to strengthen your leadership, build greater motivation and impact how work is executed.		√	√	√
Capture seven essentials for motivating people. Are they fully embedded in your leadership thinking every day?		√	√	√
Use the "four buckets" of non-performance to make more effective decisions about how to handle people who just aren't cutting the mustard.		√	√	√
SKILLS PRACTICE: Create a plan of action for that one performer who just chooses not to perform – or the one who can't. A clear plan reduces your stress and improves productivity for the whole team.		√	√	√
Any skill – including every leadership skill – is comprised of two elements. Learn these two elements and how to measure skill success so that you can develop your people.		√	√	√
CASE STUDY: How the legal pendulum swung against the employer in 1991 and why leaders must document so that it is legally defensible – every time!		√		
Eight types of business writing that could land you in court. Proactively prepare to stay out of court or to win if you can't.		√		
Use four proven steps to write more quickly, powerfully and effectively.		√		
LIVE MODELING: Mindmapping and organizing on two sheets of paper – do this first before you take even a single keystroke of documentation. It saves time and prevents you from getting mired in repetitive re-writing.		√		
DOCUMENTATION PRACTICE: Prepare documentation about difficult topics that is concise, factual and legally defensible. It is a good business practice even if you never need it in court. And doing it increases your odds that you won't.		√		
CASE STUDY: "Wait a minute! The leadership pipeline isn't a straight shot to the top." But you can learn to maneuver through it so that you can advance upwards.		√	√	√
Career benefit – learn and leverage three essential lessons about transitioning through the leadership pipeline related to the skills you build, the perspective you develop and how you use time.		√	√	√









Curriculum Outline Comparison

<i>Content</i>	<i>Icon</i>	<i>3 Day</i>	<i>2 Day</i>	<i>1 Day</i>
ASSESSMENT: Select and measure one HIPO (high potential) from your pipeline to develop. Build a blueprint that benefits them – and you.		√	√	√
TEAM EXERCISE: The 80% Rule of Time Usage. Gain valuable leadership insight about using your time differently to fit your role as a team leader.		√	√	√
Motivation Essential #2: Use the job triangle to unearth what each one of your employees really needs to be more engaged at work. Caution: if you ask them, then be ready to deliver upon what you discover.		√	√	√
GROUP BASED COACHING: Pinpoint the HIPOs in your pipeline and blueprint how to move them forward so that work results increase now and in the future.		√		
Engage in difficult conversations with greater confidence by honing your scripting skills.		√	√	√
CASE STUDY: “Can I just hire you to come in and say it?” Build your reputation for knowing just what to say when the stakes are high.		√	√	√
The scripting model – manage all three key steps to influence your employees, your boss, your customers, your peers – perhaps even your family members.		√	√	√
Prepare for the really difficult conversations by using one simple tool: The Behaviors/ Characteristics Worksheet. Use it to gain an edge when others seem so talented at delivering excuses.		√	√	
LIVE MODELING: Seven common games and how to handle them including: “Yes, but...”, “I’ll try...”, and The Crying Game. Winning these games stops manipulative behavior right in its tracks.		√	√	
SKILLS PRACTICE: Dance gracefully in all four corners of the “dialogue box” as well as smack in the middle of it.		√	√	√
Increase workplace motivation by organizing your understanding of it alphabetically – it’s a great way to remember the impact of influence from two directions: the organization and other people.		√		
CASE STUDY: “People won’t come downtown to work where they have to pay for parking.” Believe it or not – this is what some managers said as their organization’s motivation spiraled downward. Then, discover how you can spiral motivation upwards by using the best practices of another business in similar circumstances.		√	√	
ASSESSMENT: Learn your personality style and how to leverage your strengths when leading your team.		√		
Four quadrants of personality – be ready to identify what your people need from each quadrant for greater motivation and engagement.		√		
GROUP BASED COACHING: If you really can’t motivate another person, what can you practically do to create the environment where they choose to be engaged?		√		
Courage! That’s just one of the things that it takes to demonstrate the skill of formal disciplining. Learn when to do it and how to do it legally, ethically and by giving the employee a reasonable chance to choose to perform.		√	√	√
9 Reasons that many managers just don’t discipline employees when they should. Is one of these yours? Lean into the yoke of leadership with greater strength by eliminating behaviors that derail other managers.		√	√	√

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LIVE MODELING: Bad, better and best ways to deliver a disciplinary action session.		√	√	√
TEAM TRIVIA: It's going to take at least two things to win – team participation (lone rangers are disdained) and leadership knowledge. The knowledge you can pick up during the boot camp.		√		
CASE STUDY: “What the protégé learned about action verbs.” Employ them – or be perceived as passive. Make sure your reputation is that of being the active, go-to person in the business.		√		
Become a better written communicator by leveraging 9 tips to move your documentation forward and manage readability.		√		
ASSESSMENT: Jargon, redundancy and clarity – deliver what the reader needs. And, improve your messaging in the process.		√		
DOCUMENTATION PRACTICE: Can you reduce it to written form? Yes, reduce it. It doesn't sound right to concise it but that's what you'll learn to do.		√		
CASE STUDY: “This is better than a fortune cookie!” See what one organization did to turn motivation around when the ranks of the disgruntled got too large.		√	√	√
You know this: employee behavior is typically a function of its consequences. Be sure you know how to manage all three types of consequences to get winning performance.		√	√	√
SKILLS PRACTICE: “Catch ‘em doing things right.” Does this really increase morale and productivity? Yes, if done right.		√	√	
TEAM EXERCISE: The two B's and two P's of delegation. It will give you a new perspective about where you start when it comes to delegating effectively.		√	√	√
LIVE MODELING: "Driven by delegation purpose, here's what I want. . ." Obtain new, even improved, results by being driven by the purpose not the task.		√	√	
DOCUMENTATION PRACTICE: Structure the delegation of a broad assignment rather than a narrow task. What's that get you? Better business results and greater talent.		√		
GROUP BASED COACHING: How are you going to use delegation as a strategy for talent development?		√		
Breaking the cycle – planning the work rather than doing the work when you are a working supervisor. Break it. It's better to advance as a leader rather than remaining stuck as someone who is always doing the work.		√		
CASE STUDY: “What's the quality like when it's better than .007? Use high standards to drive performance.		√	√	
Six resources for both planning the work and measuring it: Learn which apply to everyone in the department and which are unique to the individual to maximize performance for both the department – and the people in it.		√	√	
Most people know the SMART formula of goal-setting. Not all leaders manage the two components that derail it. You can.		√	√	
SKILLS PRACTICE: Build or modify two standards that create tension against each other. See how it builds value for you, your people and your business.		√	√	

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TEAM EXERCISE: Generational differences in the workplace – can you spot all five? Engage, and even energize, all five by practicing what you and your peers surface in this thought-provoking exercise.		√	√	
More than cross-training, let's call it fulfilling dynamic changing jobs. This contemporary perspective enables you to dynamically respond to business change and challenges.		√	√	√
Four ingredients to the recipe of fulfilling dynamic changing jobs – blend them just right and your business will be better for it. So will your people.		√		
GROUP BASED COACHING: What's happening right now at work where fulfilling dynamic changing jobs must be put into practice? Create a more profitable future with your answers and leadership insight.		√		
Motivation Essential #7: Working through overwhelming personal problems. You don't want to breach employee privacy and you must use "head-out-of-the-sand" leadership to motivate everybody on your team. Or everyone – including you – will need help for depression.		√	√	√
Although listed last, measuring work isn't a trailing skill. It's critical in today's data driven organizations. Learn what you need to do to hone it.		√	√	√
Cut through the data and measure what really matters most by using the Pareto Principle.				
CASE STUDY: "How one physical therapist went from owning one location to being part owner of a high-profile sports team with his measurement tool: The 5/15 Report." Owning a sports team may not be what is in your future, but leading business teams more successfully certainly is.		√	√	√
TEAM EXERCISE: Reconcile what your business historically wanted <i>reported</i> with what you see must now be <i>measured</i> . Create a more profitable future based upon the results you measure.		√	√	
Sharpen your documentation approach to email – 9 tips when you are the sender and 9 tactics when you are the receiver.		√		
DOCUMENTATION PRACTICE: Reduce to written form the two standards that create tension against each other. And put it in writing – what's the value for you, your people and your business?		√		
ASSESSMENT: Measure the 9 skills for yourself – Round 2. Spot the difference between then and now. Then pinpoint the exact gap you are going to improve for your own advancement.		√	√	
Pull the threads through from the first day to the third day – summarize your takeaways for personal change and future development.				
TEAM TRIVIA – FINAL ROUND: The results may be different but the requirements are the same. Sharpening, honing and polishing your knowledge – that's the purpose; it's fine to have fun along the way.		√		
POST-TEST: Count it as a form of measuring work. You're measuring what you've learned. We guarantee an A.		√	√	

Reserve your date(s) online at leader9.com

Logistics

Participants

Each 3 Day Boot Camp and 2 Day Workshop is limited to 19 participants. The 1 Day Seminar has a minimum requirement of 9 participants. Many of our clients are small to medium sized businesses who find this structure ideal. We are happy to entertain discussion about other structures if you are part of larger organization looking to outsource this kind of talent development.

Ideal participants include first-time managers, supervisors and team leaders although any leader who wants to sharpen his or her skills is encouraged to attend. Let us know if you want us to tailor this for functional managers and directors or for up-and-coming leaders in your pipeline who may be a team leader in the near future.

Location

We facilitate the learning at the location of your choice. We need a conference room that comfortably holds up to 19 people for the 3 Day Boot Camp and the 2 Day Workshop. Although most businesses choose to do this on-site, it is certainly possible (even encouraged) to facilitate the learning off-site or at a retreat venue if you are doing this as part of an annual event, team-building experience, etc.

Timing

The 3 Day Boot Camp typically runs for three consecutive days. We are happy to negotiate costs with you if you want to do something different (e.g. six half days Monday through Saturday, three Fridays in a row, etc.). Similarly, if you want to do something different for either the 2 Day Workshop or the 1 Day Seminar just let us know. We want to be responsive and flexible to your circumstances and needs.

Each day has approximately six and one-half hours of learning. We can start, end and handle lunch as it fits your circumstances. A comfortable day may start at 8:30 am with three hours of learning in the morning. A break for lunch may then be scheduled from 11:30 am to 12:30 pm. The afternoon learning could occur from 12:30 to 4:00 pm. In the past we have also tightened the schedule up with a shorter, working lunch.

Process

We provide each participant with a program book (workbook), supplemental handouts and a certificate at the conclusion of the learning experience. We facilitate the learning by using the formats described under *Learning Approach*. We comfortably switch between using a PowerPoint® presentation, outlining things on a whiteboard or flipchart, and facilitating an interactive, fun dialogue from the front of the room. Nothing in our business training, our website or in our material is to be used or construed as legal advice. We emphasize building leadership skills for supervisors and team leaders.

Purpose

Leadership talent development.

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