

ExecuTrain Course Outline

Leadership Development Program

NSL-S0082

4 Days



Description

This 4-day comprehensive leadership program covers communication skills, resolving conflict, time management, and leadership.

Prerequisites

- Completion of the course assessments for this program are recommended.

Objectives

Upon successful completion of this course, students will be able to:

- ✓ describe the communication process.
- ✓ apply listening skills.
- ✓ identify factors that influence communication.
- ✓ use communication tools.
- ✓ manage and resolve conflict.
- ✓ communicate in the workplace.
- ✓ allocate time.
- ✓ prioritize time.
- ✓ analyze, plan, and schedule time.
- ✓ avoid procrastination.
- ✓ manage interruptions and information flow.
- ✓ use time management tools.
- ✓ define leadership.
- ✓ identify effective leadership behavior.
- ✓ apply ethical leadership.
- ✓ manage change.
- ✓ apply leadership power.
- ✓ set goals.

Outline

Understanding the Communication Process

- The Goal of Effective Communication
- The Importance of Effective Communication
- How Communication Works
 - The Process
 - Communication Networks
 - Eliminating Barriers

Listening Skills

- Introducing Listening Skills
 - Active Listening
 - Re-examining Your Listening Skills
 - Empathetic Listening
- Using Questions
- The Role of Silence
- Interpreting Responses
- Recognizing Individual Sensory Modes

Understanding Influencing Factors

- Identifying Influencing Factors
- Minimizing Assumptions and Preconceptions
- Minimizing Prejudices

Understanding the Situation or Environment

Using Communication Tools

- Understanding Delivery Methods
- Selecting Words
- Using Tone and Sincerity
- Using Body Language
- Selecting the Correct Channel

Managing and Resolving Conflict

- Understanding Conflict
 - Types of Conflict
 - Stages of Conflict
- Identifying Factors That Promote Conflict
 - Poor Communication
 - Low Associate Morale
 - Individual Associate Concerns
 - Environmental Stresses
 - Diversity Issues
- Using Constructive Ways to Manage Conflict
 - Responding vs. Reacting
 - Separating People from Problems

- Coping Strategies
- Conflict Handling Intentions
- Negotiation and Bargaining
- Personal Inventory: Conflict Management Style
- Applying Conflict Management Tools
- Tips for Controlling Emotions
- Defenses Against Verbal Attacks
- Handling Routine Hassles
- Dealing with Anger and Aggression
- Managing Intense Personality Types
- Role Play: Managing Difficult Situations

Communicating in the Workplace

- Writing Effective Sentences
 - Placing Modifiers
 - Using Active Voice
 - Combining Sentences
- Proofreading
 - Proofreading Suggestions
- Using Telephone and Voice Mail Etiquette
 - Placing Calls
 - Answering Calls
 - Using Voice Mail
- Using E-mail Etiquette
 - Understanding E-mail Guidelines
- Resolving Employee Complaints
 - Understanding Effective Complaint Resolution Processes

Examining How You Currently Allocate Your Time

- Your Week at a Glance
- Identifying Individual Time Wasters
 - Common Time Wasters
 - Time Wasters or Long-Term Investments? Some Useful Techniques for Managing Interaction

Prioritizing Your Time

- Deciding What Your Priorities Should Be – And Why
- Begin with Your Job Description
- Open the Time Window
 - Putting Your Money Where Your Time Is
- What Have You Learned?
 - Making the Match

Analyzing, Planning, and Scheduling Your Time

- Common Analysis and Planning Techniques
- Case Study: Analyzing and Planning a Customer Service Project

Avoiding Procrastination

- Recognizing the Results of Procrastination
- Common Strategies to Avoid Procrastinating

Managing Interruptions and Information Flow

- Organizing Your Environment
- Handling Mail and Memos
- Handling E-Mail
- Handling Interruptions
 - Putting Your Phone on Voice Mail
 - Set Expectations
 - Close the Door
 - State the Consequences of Interruptions
- Handling Meetings

Using Time Management Tools

- Introduction to Time Management Tools
- "Sensing" Time
- Planning and Scheduling Strategy
 - Monthly Planning and Scheduling

- Weekly Planning and Scheduling
- Daily Planning and Scheduling

Defining Leadership

- Defining Leadership as an Ability and a Process
- Understanding the Leadership Cycle

Understanding Effective Leadership Behavior

- Understanding Leader Traits
 - Drive
 - Desire to Lead
 - Honesty and Integrity
 - Self-Confidence
 - Cognitive Ability
 - Knowledge of the Business
- Understanding Leader Tasks
 - Envisioning Goals
 - Affirming Values
 - Motivating
 - Maintaining Positive Attitudes
 - Restoring Confidence
 - Managing
 - Achieving Unity Among Workgroups
 - Providing Explanations
 - Advocating Renewal
 - Serving as a Symbol
 - Representing the Group

Applying Ethical Leadership

- Understanding Leader Motives
 - Operating Within Legal Boundaries
 - Considering Economic and Social Pressure
 - Meeting Self-Interest
- Recognizing and Communicating the Ethics of a Problem
- Eliminating Rationalization
- Displaying Respect for Others
- Defining Personal Worth with Ethical Behavior

Understanding Change

- Creating a Mission Statement Components
- Distinguishing Between Frame-bending Changes and Frame-breaking Changes
 - Frame-bending Changes
 - Frame-breaking Changes
- Restructuring an Organization
 - External Factors
 - Internal Factors
 - Communicating and Implementing Restructuring
- Reaffirming Core Values
 - Managing Change

Applying Leadership Power

- Using Power to Your Advantage
 - Referent Power
 - Expert Power
 - Reward Power
 - Coercive Power
 - Legitimate Power
 - Selecting Different Power Types
- Sources of Power
 - Developing Relationships
 - Using and Building Interpersonal Skills
 - Establishing a Good Reputation and Past Performance History
 - Increasing Knowledge, Skills, and Information
 - Controlling Resources

Setting Goals

- Applying Basic Goal-Setting Principles

 - Setting Difficult and Attainable Goals

 - Setting Specific Goals

 - Encouraging Participation

 - Providing Periodic Feedback

- Types of Goal Setting

 - Targeted

 - Overall

- Measuring Goals

 - Using a Single Productivity Index

 - Setting Goals for Individual Performance Aspects

 - Assigning Points to Output Levels

- Determining a Time Period

 - Reviewing Goals Each Period

- Implementing a Goal-Setting System

 - Managing Resistance

 - Minimizing Distortion

 - Involving Management

 - Reporting Positive and Negative Feedback

 - Revising the Goal-Setting System

 - Designing a Goal-Setting System