

ExecuTrain Workshop Outline

Leadership Fundamentals

4 Days



Description

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

Objectives

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

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

Outline

Introduction to Leadership

Defining Leadership

Defining Leadership as an Ability and a Process

Understanding the Leadership Cycle

Understanding Effective Leadership Behavior

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 Ethical Leadership Behavior

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

Communication Skills

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

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

Resolving Conflict

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

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

Time Management

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

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