

OVERVIEW

Getting people to do what you want – and be happy doing it – is a topic that's important to anyone who wants to have influence. But this skill is particularly vital for leaders who want to improve their team's performance and/or motivation.

An employee's level of performance will respond to their leader's level of expectation and communication. High performance comes from knowing what a good job looks like, how we are doing in relation to the expected outcome, and what "logical outcomes" will result from our performance. Unfortunately, most leaders have good intentions, but lack the knowledge and skill to effectively manage employees when it comes to performance problems.

Essential Management Skills addresses the difference between management and leadership, how to effectively manage performance within your team – in particular, poor performance and difficult behaviors, and how to become a powerful leader. By participating in this workshop, you will master the skills to:

- Differentiate between management and leadership
- Identify and describe aspects of your management and communication styles ... and their implications for managing others
- Identify the characteristics of four workplace behavior styles
- Identify and act on the six factors that influence your team's performance
- Set realistic expectations and performance standards for your team
- Provide effective communication and feedback to your team members on how well they are meeting performance expectations and standards
- Engage in productive performance discussions with employees who are under-performing
- Utilize the DiSC® Work of Leaders™ Assessment to identify personal strengths and weaknesses, as well as develop a personal action plan for effectiveness in:
 - Crafting a vision through exploration and boldness
 - Building alignment through dialogue and inspiration
 - Championing execution through momentum, structure and feedback
- Engage in practice sessions to master your abilities to manage and lead

WORKSHOP OUTLINE

Introduction:

- The experience of being a manager
- The unique challenges facing today's manager
- Difference between management and leadership
- The power of credibility: How to get it ... and how to keep it!

Essential Management Skill 1: Developing Relationships that Work

- Discover your personal management and communication style using DiSC®
- Four behavioral styles in the workplace:
 - What each style expects from their manager
 - How each style communicates
 - How to motivate each style
- Learn to read others' behavioral styles
- Identifying the styles of your team
- Action planning to improve relationships

Essential Management Skill 2: Managing Workplace Performance

- Identifying the biggest challenges in performance management
- Performance management: Why it's important and why we don't do it well
- Six factors that impact employees' performance
- Setting performance objectives and measuring performance

Essential Management Skill 3: Communication and Feedback

- How communication works ... and where we go wrong
- Three types of communication and the impact of each
- Communication skills for success as a manager/leader:
 - Effective questioning techniques
 - Developing active listening skills
 - Verbal vs. non-verbal communication
 - Positive vs. negative communication
- The art of feedback
- Using your communication skills to provide effective feedback

Essential Management Skill 4: Coaching

- The value of coaching as a management and leadership tool
- The coaching process
- Tips for effective communication during coaching
- Coaching and feedback practice session

Role Play:

- Practice coaching through role-playing scenarios, both personal experiences and case studies

Essential Management Skill 5: The Work of Leaders™

- The definition of leadership
- Why you need to be a leader
- Recognize your own leadership behaviors using a personalized *Work of Leaders* report
- How to craft a vision of new possibilities for the future
- How to build alignment to the vision through clarity, dialogue and inspiration
- How to champion execution through momentum, structure and feedback
- Analyze your own effectiveness and create an action plan for development

Required pre-work for the session includes:

- *Work of Leaders™ Personal Profile* to be completed online two weeks prior to session
- Template will be sent out two to three weeks in advance, asking participants to capture two or three performance management or coaching scenarios they would like to work on
- Completed templates will be sent to facilitator (Susan Armstrong) prior to the session

All workshops are designed using adult learning methodology and use a 60/40 ratio of interactive exercises and group work (60%) and instruction (40%). Workshops are participant driven, learning filled, and fun.

Duration: 3 days

Participants: 16 maximum