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Public Leadership Development Series

This is your resource for workshop descriptions, eLearning and mobile app information, frequently asked questions and testimonials supporting our Public Leadership Development Series.

LIVING AS A
LEADER[®]



Descriptions of our **skill-building** workshops

WORKSHOP 1: The Seven Most Common Mistakes Leaders Make

Purpose: *The Seven Most Common Mistakes Leaders Make* conveys to leaders that their role in leading people is critical to success both in terms of employee engagement and business results.

We define leadership as engaging other people to deliver desired results, and this workshop provides a forum to help leaders learn more about how to do that.

Through the introduction of three foundational models, we challenge leaders to step back and think about not only the kind of leader they want to be but also the kind of person they want to be. With this foundation set, this session explores the reasons for and consequences of the seven most common mistakes leaders make and how to overcome them.

Process: This workshop is interactive and uses a variety of discussion methods and group activities to maximize participant involvement and engagement. Throughout the workshop, leaders will assess the degree to which each mistake is present (or not) in their day-to-day leadership of people.

Payoff: Upon completion of this workshop, participants will:

- Understand why effective leadership is important.
- Learn key models, skills and tendencies related to interacting with and leading employees.
- Have new insights about the leadership mistakes they're making.
- Have a collection of strategies to overcome the seven most common mistakes leaders make.

WORKSHOP 2: Be a Great Coach

Purpose: *Be a Great Coach* enhances a leader's understanding of what coaching is and helps leaders overcome common misconceptions and limitations about their role as a coach.

This workshop introduces a six-step process that serves as a framework for coaching. A key area of focus in this workshop is how to Coach for Growth.

Two key messages in the workshop are:

1. Coaching is a style of communication
2. Coaching starts with questions

Process: This workshop combines individual reflection, application and small group practice to maximize the practice opportunities and skill development of leaders as coaches.

Payoff: Upon completion of this workshop, participants will:

- Explore coaching as a highly effective style of communication.
- Understand how and why coaching works.
- Examine two different types of coaching.
- Practice a six-step process and key skills to coach others effectively.

WORKSHOP 3: Communicate By Design

Purpose: *Communicate By Design* teaches leaders how to coach others who are falling short of expectations in terms of behavior or performance. We call this Coaching for Improvement.

Leaders will gain the competence and confidence to conduct difficult conversations about unmet expectations with calmness and respect.

Effectively delivering these coaching conversations is important because they help others achieve higher levels of performance and success on the job.

Process: Participants practice our six-step coaching process with specific emphasis on how to apply it when Coaching for Improvement.

Payoff: Upon completion of this workshop, participants will:

- Learn how to confidently and competently Coach for Improvement.
- Explore two key factors that make Coaching for Improvement difficult.
- Overcome common pitfalls when you Coach for Improvement.
- Practice and apply the six-step coaching process to Coach for Improvement.

WORKSHOP 4: Understand Your Leadership Style

Purpose: *Understand Your Leadership Style* helps participants see the impact behavioral style has on the ability to communicate effectively with others.

Style awareness helps leaders understand that they have a responsibility to become versatile in how they interact with the world around them, particularly with their own employees.

Process: This workshop incorporates the use of the DISC Interpersonal Style Report, analysis of the report and application to workplace situations involving individuals with different styles.

Payoff: Upon completion of this workshop, participants will:

- Understand the impact of different behavioral styles.
- Have an awareness of their natural style tendencies.
- Know how to identify the styles of others accurately.
- Increase awareness and tolerance of different behavioral styles.
- Apply specific strategies to work more productively with others.

WORKSHOP 5: Create a Culture of Employee Engagement

Purpose: In 2017, it was reported that disengaged employees cost organizations \$450 - \$550 billion annually (officevibe.com).

Create a Culture of Employee Engagement helps leaders understand the impact they have on employee engagement and introduces them to six strategies for creating a culture of engagement.

Process: Participants will measure their own engagement at work, as well as the engagement level of their team.

Through an introduction to a list of six strategies to create a culture of engagement, participants will have an opportunity to share knowledge and best practices.

Payoff: Upon completion of this workshop, participants will:

- Recognize the compelling link between employee engagement and business results.
- Have a clear definition of what employee engagement is and why it is important.
- Understand one's own individual level of engagement and the engagement level of their team.
- Be equipped to implement six strategies to create a culture of engagement.
- Have tips and strategies to use immediately as an individual leader to increase employee engagement and overall results.

WORKSHOP 6: Maximize Performance 365 Days a Year

Purpose: *Maximize Performance 365 Days a Year* builds participants' skills in order to maximize employee performance, day in and day out, all year long.

Participants explore the three key components of the Performance Management Cycle:

1. Setting expectations and goals
2. Monitoring efforts and results
3. Coaching and reviewing performance

Process: Through a combination of individual and group activities, participants explore each component of the Performance Management Cycle and develop an action plan to increase team clarity, motivation and effectiveness.

Payoff: Upon completion of this workshop, participants will:

- Know the ongoing, interdependent activities needed to maximize employee performance 365 days a year.
- Develop a plan to communicate broad expectations to all employees.
- Understand the key types of goals that need to be established for employees and how these goals relate to expectations.
- Recognize the importance of using consistent monitoring and communication strategies every day to ensure their employees achieve expectations and goals.
- Examine strategies for coaching and reviewing performance.

One of the top five reasons employees leave an organization is lack of trust and confidence in leadership.

(2016 Towers Watson Global Workforce Study)

WORKSHOP 7: Support Yourself and Others Through Change

Purpose: *Support Yourself and Others Through Change* explores the dynamics of change, resistance to change and how leaders can better help themselves and others navigate through change as effectively and efficiently as possible.

A key focus of this workshop is teaching participants how to coach others who are struggling with change situations in the workplace.

Participants are introduced to the rational and emotional aspects of change and why change is necessary for a business to thrive. This workshop covers the predictable reactions of employees who may be struggling to move forward and how leaders can provide support and advance acceptance.

Process: Participants apply two change models to a unique change-related challenge within their organizations. They will explore barriers that prevent acceptance to those changes and create and discuss potential solutions with the other participants.

Payoff: Upon completion of this workshop, participants will:

- Understand the need for continuous change, along with the predictable dynamics of change.
- Be familiar with typical reactions to change, especially of employees who are struggling.
- Identify current change-related challenges in the workplace.
- Have an action plan to address a current change issue within their organization.
- Learn how to coach others through change.

WORKSHOP 8: Resolve Conflict

Purpose: *Resolve Conflict* equips leaders with an understanding of conflict so they are more comfortable managing it proactively and productively.

This workshop teaches conflict types, behaviors and reasons and the five methods of dealing with conflict. A key outcome of the workshop is the development of conflict resolution strategies for current workplace challenges.

Process: Participants will complete the Thomas-Kilmann Conflict Mode Instrument as part of this workshop. This workshop also includes a variety of interactive discussions and small group activities.

Payoff: Upon completion of this workshop, participants will:

- Understand conflict and why it occurs in organizations.
- Compare and contrast the five modes of conflict.
- Develop strategies and an action plan to overcome an existing conflict.

Three out of four employees report their boss is the worst and most stressful part of their job.

(Inc. Magazine as reported in a 2016 Office Vibe Blog)

WORKSHOP 9: Create Productive Meetings

Purpose: *Create Productive Meetings* helps leaders become more intentional about how they create, manage and influence the effectiveness of meetings they facilitate and attend. Special emphasis is placed on leaders as change-agents who can positively improve the overall meeting culture within their organizations.

Process: Participants explore and examine a variety of simple, proven elements for structuring effective meetings, and they practice applying those elements to meetings they encounter in the workplace.

Participants also work on strategies to enhance meeting participation, interaction and communication so that meetings become more engaging and impactful.

Payoff: Upon completion of this workshop, participants will:

- Understand key elements of a productive meeting.
- Know how to structure meetings in ways that heighten meeting effectiveness.
- Be prepared to employ meeting processes for better participation and communication.
- Make meetings they facilitate and attend highly productive and action-focused.

WORKSHOP 10: Solve Problems, Make Sound Decisions

Purpose: As a leader in an organization, solving problems and making decisions are two critical skills for success. Yet, the way we approach the process of problem-solving and decision-making can make or break our business, our teams, even our careers.

Solve Problems, Make Sound Decisions explores proven and effective tools for solving business problems and making sound decisions.

Process: Participants identify a real-time business problem as their personal case study for the workshop and practice various tools and methods for solving the problem.

Participants come away with a repeatable four-phase process that involves clarifying the problem, generating ideas, deciding on a course of action and testing the decision.

Payoff: Upon completion of this workshop, participants will:

- Be able to explain the relationship between problem-solving and decision-making.
- Know how to clarify business problems more accurately.
- Overcome their assumptions and other traps that get in the way of effective problem-solving and decision-making.
- Be equipped with new tools to generate alternative solutions to problems, evaluate those solutions and create a problem-solving action plan.

Lost productivity due to employee disengagement costs
US organizations between \$450-\$550 billion annually

(Gallup's 2017 State of the Global Workplace Report)

WORKSHOP 11: Focus Your Team

Purpose: The day-to-day whirlwind of activity in organizations makes it very difficult for leaders to ensure that their teams are working on what's most important.

Focus Your Team teaches leaders how to heighten productivity by focusing on what matters most to drive the team and business forward.

Process: Through a combination of group and individual exercises, participants explore methods and strategies for enhancing team effectiveness and productivity.

Payoff: Upon completion of this workshop, participants will:

- Understand the importance of “focus” for maximizing team productivity.
- Know who their customers are and understand how that knowledge defines the team’s “mission of service.”
- Be armed with strategies for helping team members think differently about how and where they apply their efforts to priorities and projects.
- Have an action plan and tools to use with team members for focus and productivity.

WORKSHOP 12: Lead By Design

Purpose: *Lead By Design* allows participants to synthesize their leadership development experiences over the past year and measure their growth as a leader.

Process: Participants will have the opportunity to reflect on their participation in the Leadership Development Series. The session is highly interactive, with a variety of activities designed to maximize review of content, reinforcement of skills and application of material to real-life challenges.

Payoff: Upon completion of this workshop, participants will:

- Have a summary of the key content from the leadership development workshops they have attended.
- Have a comprehensive plan for addressing a complex, current leadership challenge through the application of key knowledge and skills gained from the prior workshops.
- Understand their current strengths and opportunities for continuous improvement as a leader.
- Use their 360-degree feedback to complete a leadership development plan.

ELEARNING AND MOBILE APP

eLearning courses are available to all participants of the Public Leadership Development Series. They can be used as a refresher to complement facilitator-led training or as a convenient way to make up a missed workshop. The Living As A Leader Mobile App provides leaders the opportunity to access the skills and tools they are learning in the workshops. Additionally, the mobile app is used to launch Weekly Tips and To Do's.



Frequently Asked Questions

How should we determine who should participate in leadership training?

Generally speaking, there are three types of leaders you may consider for attendance in our Public Leadership Development Series. One type to consider is someone already in a leadership role who you are grooming for more leadership responsibility. The second type may be a leader with a broad scope of responsibility and an opportunity to be more effective. Another potential consideration is the leader who is struggling overall in the role of leader of people.

We also believe that the Leadership Development Series is applicable to leaders at all levels, particularly those who have not previously participated in a comprehensive leadership development process. Most commonly, participants in this Series are individuals at supervisory and middle management levels of leadership.

We have many customers who enroll at least one leader in every Series that begins. It is an ongoing part of their organizational commitment to leadership development. We also have customers who enroll upwards of three to five leaders in every Series that we launch.

What do you do to involve the leaders of participating leaders?

Within the Leadership Development Series, we involve the leader of each participant in the following ways:

- Prior to the Series start, the leader of each participant is encouraged to meet with the individual and share why the person was selected to attend, along with the expectations for participation.
- During the Series, the participant's leader will receive a one-page executive summary of each workshop following the session along with a set of questions to ask the participant relative to content, application and value.
- Early on in the Series, the participant's leader will attend a three-way coaching session to align with the participant and the coach around the leader's strengths and opportunities.
- Upon completion of the Series, the participant's leader will be encouraged to meet with the individual to discuss progress, skills and development goals for the future.



What if a participant misses a workshop?

Leaders who miss a session can plan for the following:

- The leader will receive a copy of the materials. The leader may have a co-worker bring the materials to your office, or the facilitator will ensure a copy is mailed.
- The leader will complete the workshop via eLearning.
- The leader may schedule extra time with their coach. Typically, a one-hour timeframe to walk through content will suffice in giving the general overview. This involves an additional fee.
- The leader is also welcomed to participate in an upcoming workshop with another group. In the event he or she would like to experience the full in-depth learning experience, this can be done at no charge.

What about leaders who may need additional support, beyond the training and coaching process?

As we work with organizations, we are commonly asked to provide additional coaching support to select individual leaders. This request may be made if a leader is a high performer in his or her area of expertise but has extreme difficulty in relating to people. In other situations, we are called upon when a leader is in a critical role and is not effective in holding his or her team accountable for results. These two situations typically involve a three to six-month coaching process. There is an additional fee for this service.

What do you do when leaders are not serious about working at their leadership effectiveness?

One of the things that we encourage the leaders of participants to keep in mind is that it cannot be left to the preference of your leaders as to whether they do or do not commit to developing their skills as leaders of their people. As a participant in this Leadership Development Series, it is critically important that commitment to attendance, assignments and application be demonstrated.

What happens when the Series ends?

Over the years, a frequently asked question at the end of the process is, "Now what?". Most of our participating leaders grow accustomed to the steady support of their facilitator, coach and peer group.

We offer additional follow-up services and reinforcements for graduates of the Living As A Leader Series such as one-on-one coaching packages, the Leadership Blog, YouTube videos and the Leadership Community Facebook group where members can interact and have their questions answered by our coaches.



Some **Comments** from Our Clients

Living As A Leader has a fantastic team of leadership coaches and trainers. We have been a frequent subscriber to their leadership development series and the results are noticeable. We have also tapped them for specific one-off assignments and are routinely pleased with the outcomes. They understand well that successful leadership requires striking a balance between accountability and emotional intelligence.

– President, economic development organization

I had the pleasure to take the 12-month training course a couple of years ago. I was initially skeptical of what sounded like basic training that most managers should know, but I was pleasantly surprised by the format and content of the training. Further, I was extremely pleased with the practical resources provided in the class. In addition to the training, the monthly one-on-one coaching sessions provided a safe environment in which I could work through some challenges and discover positive ways to implement my training. All of our managers have gone through the training and they have gained confidence in their skills as leaders. The domino impact of this training has been measurable both in productivity and morale.

– Executive Director, non-profit organization

As a human resource director, I have been exposed to myriad training and development options that tout themselves as “latest and greatest.” The Living As A Leader Series is the best I have ever used to develop executive, management and high potential leaders within an organization. Their dynamic and insightful workshops are reinforced with a leadership savvy coach to assist leaders in turning what they have learned into action. One hundred percent of the employees I have put through the Living As A Leader Series have come back to say ‘Thank you’...and it was the best training they had ever been put through.

– Director of HR, global manufacturing

Living As A Leader has opened my eyes to areas of personal improvement I was not previously aware of. I have been able to add the exercises that were taught and practiced in the Living As A Leader Series to my managerial tool kit and these have helped me improve interaction and team strength in my business unit. The forum for this training Series is superior to any previous workshop/class I have been a part of. The interaction with managers in the classroom from all forms of business and the in-depth coaching sessions have been both enlightening and enjoyable for me.

– HR Director, grocery store chain

The Living As A Leader Series has proven to be a terrific tool for our first line managers. Often we promote individuals with great technical expertise into management positions. This Series gives them leadership skills to succeed in those management roles. When searching for this, I wanted something that would not only teach them leadership theories, but also give them the skills and practical advice on how to handle everyday issues that arise. Living As A Leader has exceeded my expectations. The workshops are very interactive, using numerous training techniques that my managers can relate and respond to. The bonus part of the Series is the coaching sessions. This is where my managers can work through and get advice on their real-life leadership issues.

– VP of HR, healthcare system

The Living As A Leader Series highlights that leadership skills are much more than being an expert in your discipline. Understanding and adapting to communication and behavioral styles are critical to effective communication and leadership. I’ve used many of the tools and strategies taught in the Series to improve employee engagement, clearly define expectations, communicate and manage change and resolve conflicts. I would recommend the Series to anyone new to leadership or an established leader looking to elevate their team’s performance.

– North American Sales Director, 7,000-employee global thermal management manufacturer

I was very skeptical going into the Living As A Leader program, but that skepticism was totally gone by the end of the first session. I’ve acquired tools that allow me to be an effective leader – both at work and outside the workplace. The most important lesson I’ve learned is that people are NOT born as leaders – they become effective leaders by learning and practicing leadership skills that are obtainable through this program. I would recommend the Series to any group – business or otherwise – that see potential in their individuals and want to grow them into effective leaders.

– General Manager, automotive service center





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