



FROM MANAGEMENT TO LEADERSHIP

Take your management skills to a higher level!

<p>Why it works:</p>	<p>What <i>does</i> separate a manager from a leader? How <i>do</i> leaders inspire team members to excel and build on their talents in order to further their abilities? What <i>is</i> a <i>vision</i> and <i>why</i> does a leader need one? How does a leader communicate this vision and facilitate their team toward taking ownership of the vision?</p> <p>Throughout the From Management to Leadership course, leaders learn how to <i>build and communicate a vision for their organization, motivate their people, manage their boss, build relationships with customers, and communicate more effectively</i>. By course completion, participants have shaped a personal action plan that serves as a blueprint to implement newly acquired skill levels directly into their work environment.</p>				
<p>Learn how to:</p>	<p>Advance through the 3 levels of leadership development (overseer, coach and visionary). Improve your effectiveness as a catalyst for facilitating strategic action within your organization. Employ a comprehensive set of concepts and tools, including:</p> <table border="0" data-bbox="324 903 1526 1113"> <tr> <td data-bbox="324 903 893 1113"> <ul style="list-style-type: none"> ▪ Establishing your vision ▪ Communicating effectively ▪ Leading teams ▪ Leadership in difficult situations ▪ Motivating your people </td> <td data-bbox="893 903 1526 1113"> <ul style="list-style-type: none"> ▪ Managing your boss ▪ Leadership with customers ▪ Building consensus ▪ Managing meetings ▪ Action planning </td> </tr> </table>			<ul style="list-style-type: none"> ▪ Establishing your vision ▪ Communicating effectively ▪ Leading teams ▪ Leadership in difficult situations ▪ Motivating your people 	<ul style="list-style-type: none"> ▪ Managing your boss ▪ Leadership with customers ▪ Building consensus ▪ Managing meetings ▪ Action planning
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<p>Ideal for:</p>	<p>Managers, supervisors, department heads, and those responsible for leading an organization.</p>				
<p>Duration:</p>	<p>3 Days</p>				
<p>Objectives:</p>	<ul style="list-style-type: none"> ▪ Define the difference between a manager and a leader ▪ Describe the levels of development of a leader ▪ Provide practical techniques used by effective leaders ▪ Develop personal action plans for <i>moving to a higher level</i> 				
<p>Agenda:</p>	<p>Day One</p> <p>Opening</p> <p>A. Getting Started</p> <p>B. Establishing Your Vision</p> <p>C. Motivating Your People -Practice Session-</p> <p>D. Communication Styles -Practice Session-</p>	<p>Day Two</p> <p>Review</p> <p>E. Leadership through Communications -Practice Session-</p> <p>F. Consensus Building</p> <p>G. Leadership with Teams -Practice Session-</p> <p>H. Leadership with Customers -Practice Session-</p>	<p>Day Three</p> <p>Review</p> <p>I. Managing Your Boss</p> <p>J. Leadership in Difficult Situations -Customized Session-</p> <p>K. Action Planning</p> <p>Close</p>		



Why This Course?

and had the *tools* to make it happen?

Have you ever considered what could be *achieved* if all your managers knew what was “*good*” about their management style, where they needed to *improve* their performance, what steps were needed to achieve the goal,

Today’s fast-paced business environment requires managers and leaders *now more than ever* to develop and implement successful leadership skills. Yet all too often, managers are well versed in “*how*” to get their tasks completed on time and within budget, yet lack the critical success factors necessary to move into the arena where successful interaction with their team, their bosses and even their customers produces measurable results.

For skilled *managers* to become effective *leaders*, an entirely different set of competencies is required. They must be able to:

- Lead teams into a project ownership mindset that will generate powerful, viable solutions
- Build consensus using agreed upon, realistic solutions to principal issues
- Manage customer expectations through effective relationship management skills
- Inspire people to the next level of their growth potential
- Understand the role effective leadership communication styles play in the success of the organization
- Implement these fundamental changes while securing buy-in from their team, boss and customers.



Key Levels of Leadership Development

Leaders do not develop overnight. **From Management to Leadership** shows you the three levels that determine your specific leadership focus: from simply delivering your product, to developing your team, to leading your people to realize improved performance. Each participant discovers the tools necessary to lead more effectively by learning the value of delegating, grooming and maximizing people’s strengths. The course focuses not on *fixing* problems, but rather, on *eliminating* them so that the problems do not resurface. This is achieved by developing practical, dynamic and interactive strategies throughout each level of leadership development.

In today’s world, a fundamental difference exists between managers

Every manager must be competent in order to get the job in on time, meet targets and remain within budget (Level 1). However, these particular skills serve only as the *foundation* for successful leadership. Moving ahead in an organization will require demonstrating a greater, more defined skill set. Leaders must understand what it takes to develop people and bring them together (Level 2). But they also need to be able to build a vision that is linked to the success of the overall enterprise, while anticipating changes in customer needs and delivering continuous improvement throughout their operation (Level 3).

3 Levels of Leadership

Level 3 - Visionary “Forward Focus”	-Visioning the future -Linking to business objectives -Anticipating customer needs -Continuous improvement
Level 2 - Coach “People Focus”	-Communicating objectives -Delegating & grooming -Maximizing people’s strengths
Level 1 - Overseer “Task Focus”	-Getting tasks done -Staying within budget -Meeting deadlines

From Management to Leadership focuses specifically on these skills that are vital to your people reaching their next level. This course provides the framework that separates managers from leaders by *practically* focusing on the differences between managers and leaders in dynamic and interactive ways. Leaders will learn *how* to identify the root causes of communication breakdown and correct them, rather than simply ignoring the underlying problems that continually resurface.

While the difference between Level 1 leaders and Level 2 leaders is impressive, the difference between Level 2 and Level 3 leaders is dynamic! **From Management to Leadership** focuses on building leaders who effectively model Level 3 thinking. Level 3 thinkers focus on *progressive thinking* processes like: *How do we align our efforts with the business objectives? Where is the business going? What do our customers want? What is coming down the pike that we need to be preparing for today?*



From Management to Leadership Models

From Management to Leadership is a highly

interactive workshop that equips both new and experienced managers with a *framework* for understanding the role and impact powerful leaders have. The course effectively improves the ability of your managers to serve as catalysts that inspire successful strategic action within your organization. **From Management to Leadership** focuses in-depth on the “how-to’s” of several fundamental building blocks that contribute to moving managers into their next level. Specifically, this course offers your people *practical tools* designed to immediately impact their leadership effectiveness! Key models include:



Establishing Your Vision:

In order for a team to move in a common direction, a vision must be established that achieves 3 objectives: the vision must address client needs, the leader’s team and the leader’s boss must be committed to the direction, and the vision must *work* for the organization. **From Management to Leadership** addresses these goals by taking leaders step-by-step through the strategic thinking process that is fundamental to developing and implementing a viable vision.

Motivating Your People:

Great leaders recognize that in order to motivate their people, there must be a clear understanding in place outlining what the leaders expect from their team members *and* what their team members can expect from them. This course dynamically and practically demonstrates *how* to draw out from their team members’ the specific elements most important to *them* and how *their* desires *align* with the success of the organization. Topics cover how to build trust, motivate, delegate, coach, praise, and deliver constructive feedback, including *when* to apply each strategy.

Communicating Styles:

From Management to Leadership examines typical communication breakdowns in the workplace by utilizing *The Effective Communicator* and *DISC models*. These hands-on strategies enable participants to understand differing communicative styles and how these various styles manifest themselves in everyday business settings. Participants discover how the needs of someone who is predominately a “C-style” communicator differ significantly from the communication needs of an “I-, S- or D-style”. With an understanding of the various communication styles and methods for identifying each, participants build their skills in adapting to and communicating more effectively with each style. Through in-class exercises, your leaders will walk away with techniques they can use immediately in forming teams, working with clients, and dealing with difficult communication styles.

Consensus Building:

There are only 3 reasons why people disagree; that’s the GOOD news! The bad news is that leaders must be skilled both in recognizing the different types of disagreements and understand and bring to resolution the reasons *behind* these disagreements. **From Management to Leadership** leads your people through methods that enable them to deal effectively with disagreements that invariably arise in group situations. It is important to recognize that a Level 3 problem can’t be solved using a Level 1 solution! Your leaders learn how to *focus on resolving* disagreements using this highly effective resolution format.

Team Leadership:

Managers and leaders often find themselves as part of a team, working to achieve their client's objective. **From Management to Leadership** utilizes team forums throughout the course and employs common scenarios occurring in today's fast-paced business environment. Several exercises enable participants to "put into practice" learned team skills within certain time limit parameters. Practice sessions involve extensive team interaction, with teams "changing up" continually. This enables participants to network with each other as well as understand more fully how various communication styles and viewpoints can change a team's dynamic. Your leaders will discover characteristics that bear the marking of great teams, understand the levels of team development and gain knowledge of how to build their *own* team from within.

Customer Relationship Management:

This core model focuses on how to build and maintain your customer's confidence, an asset *pivotal* to becoming today's successful leader. Participants realize how a "Relationship Manager" differs from a "Project Manager" by taking practical steps beginning with: assessing their customer's goals, gaining and maintaining client confidence, and even learning how to recover gracefully from the occasional "faux pas"! They learn in a practical way the implied meaning *behind* a client saying, "I trust you."

Managing Your Boss:

Everybody has one! Our **From Management to Leadership** course identifies the critical success factors that effectively align your leaders' business activities with their boss' expectations. Participants learn how to successfully identify their boss' critical success factors through techniques and hands-on exercises developed to obtain clearer understanding of assignments, manage expectations, and even "sell their solutions" to those higher up in your organization.

Leadership in Difficult Situations:

No one ever said that leadership is easy! Wise leadership is, however, obtainable! Your leaders will identify their most difficult leadership or management situation they have faced to date. They will understand four reasons why people become *resistant* to change and determine methods for addressing resistance. Further, they will learn strategic resolutions to implement should similar problems occur again at some future point.



Developing A Personal Action Plan

Every successful leader "plans the work and then works the plan". **From**

Management to Leadership isn't complete if your leaders don't implement what they have learned. This course equips leaders with their own *personal action plan* containing the key tools they have identified throughout this course AND how they intend to specifically apply them to their own work environment and leadership style. Your leaders take ownership of their action plan and apply their knowledge using **From Management to Leadership's** customized *practical, dynamic and interactive* approach.



The Instructional Method

The **From Management to Leadership** course employs powerful interactive learning concepts to keep the attendees

continually "feeding back" what they are learning:

- Instead of using *lecture* as the standard teaching mode, the course facilitator *engages* participants in explaining the value of highlighted points; the instructor then expounds as necessary to reinforce comprehension.
- Our facilitators are actively experienced in the public and private business arena and have exemplary instructional skills. They personalize the material by sharing examples from their own experience at relevant points throughout the course.
- As techniques are reviewed, the instructor uses "backward build-up"; that is, the instructor continually asks the participants questions about material previously covered in order to build up their comprehension. For example, when covering information on *Consensus Building*, the facilitator randomly may ask participants to respond to questions pertaining to *Motivating Your People* and other previous modules.
- Team quizzes requiring rapid decision and action recall are used to vary the pace and increase comprehension during lull times (e.g., early afternoon)

The cumulative result of employing these techniques is the creation of a learning environment that encourages participation and requires continuing attentiveness (participants never know when they will be called on). Past participants have commented that the **From Management to Leadership** course pace is intensive, fun and highly effective.



Course Workbook Outline

I. Getting Started	II. Establishing Your Vision	
1.1 Course Objectives 1.2 Manager vs. Leader 1.3 Leadership Development 1.4 Questions about the Levels 1.5 Key Topics 1.6 Agenda 1.7 Ground Rules 1.8 Introductions	2.1 Why is a Vision Needed? 2.2 The Drivers Model 2.3 The Strategic Plan 2.4 Terms and Definitions 2.5 Developing Your Vision 2.6 The Shortcut Plan 2.7 The Project Vision 2.8 Project Plan Components	
III. Motivating Your People	IV. Communication Styles	
3.1 The Leader/Team Member Relationship 3.2 Characteristics of an Effective Work Group 3.3 Communicating the Vision 3.4 Setting Individual Objectives for Performance 3.5 Three Styles of Management 3.6 Applying the Appropriate Style 3.7 Successful Delegation 3.8 Coaching and the Drivers Model 3.9 Effective Coaching Strategies 3.10 Keys to Meaningful Praise 3.11 Giving Negative Feedback 3.12 Decision Making	4.1 Typical Communications Problems 4.2 Understanding DISC 4.3 Identifying Styles of Others 4.4 The Project Team 4.5 Your Personal DISC Profile 4.6 Adapting Your Style 4.7 Success Strategies for Applying DISC 4.8 Personal Development Plan	
V. Leadership Through Communications	VI. Consensus Building	
5.1 Active Listening—A Review 5.2 Building a PAC 5.3 A Sample PAC 5.4 The Challenge Question 5.5 The <i>Effective Communicator</i> Secret 5.6 When an <i>Effective Communicator</i> Speaks 5.7 Communication Games People Play 5.8 Communications Assessment	6.1 The Mountains & Beaches Model 6.2 Why Do People Disagree? 6.3 The Start of Resolution 6.4 Delineation 6.5 Strengths and Weaknesses 6.6 Merge 6.7 Converge 6.8 Move On	
VII. Leadership With Teams	VIII. Leadership With Customers	
7.1 Team Building 7.2 Problems with Teams 7.3 Team Essentials 7.4 Team Activation Process 7.5 Communications Plan 7.6 Project Team Norms 7.7 Celebrate the Victory	8.1 What is Relationship Management? 8.2 Relationship versus Project Management 8.3 Relationship Management Stages 8.4 Establishing and Assessing Goals 8.5 Gaining the Client's Confidence 8.6 the Three C's of Trust 8.7 Maintaining the Client's Confidence 8.8 Recovering from a Faux Pas 8.9 Defining the Client Need	
IX. Managing Your Boss	X. Leadership In Difficult Situations	XI. Action Planning
9.1 Problems With A Boss 9.2 Determining A Person's CSF's 9.3 Understanding Your Boss' CSF's 9.4 Accepting Assignments 9.5 Managing Expectations 9.6 Selling Your Alternative 9.7 Developing Recommendations 9.8 Common Situations	10.1 Your Most Difficult Situation 10.2 Why People Change 10.3 The General Formula 10.4 Resistance by DISC Type 10.5 Resolution Strategies	11.1 Identifying Your JEWELS 11.2 Planning for Success 11.3 Commitment to Myself