



Leaders Who Build

Competency Based Development Modules
For Training Delivered Live In-Person



Build Trust, Credibility, And Respect

Research by Dale Carnegie Japan found that the emotional trigger that drives employee engagement is trust. Yet some statistics say that a staggering 40% of employees don't trust management. This creates a conundrum, because employees are motivated by working in a trusting environment, yet too many times find themselves in one where they lack this foundation. As a leader, it's your responsibility to avoid this gap by fostering a culture of trust, and that starts with building trust between yourself and each team member. A relationship grounded in trust spawns credibility and respect which shores a culture that works harder together.

In this module, you learn the difference between trust, credibility, and respect, and how their nuances contribute to your ability to lead people to great heights. Building and restoring trust is not easy, but using the right techniques and tools will engender a healthy environment that engages people and ensures you retain them.

Completion of this module will empower participants to:

- Discern the differences between trust, credibility, and respect and how they interconnect
- Cultivate a trust-based work environment using proven principles
- Restore broken trust and maintain trusting relationships moving forward
- Appreciate how trust is cornerstone to employee engagement and retention

Primary Competencies: Interpersonal Skills, Professionalism

Related Competencies: Values, Leadership

Business Professionalism 101

Proper business etiquette a lost art. Many individuals whom claim to be "professionals" lack a basic understanding of how to present themselves. This often occurs when employees are promoted into positions that require them to be an active face of the company. One who does not communicate with customers on a regular basis may suddenly be required to do so daily, without ever receiving training on how to interact properly.

In this module, you'll learn the importance of making others feel the way you intend for them to feel – comfortable. You'll learn the importance of introductions, how best to conduct yourself at a business meeting or dinner, and you'll learn the value of a thank you note. Emily Post lives!

Completion of this module will empower participants to:

- Understand the role of good manners in business
- Apply guidelines for interacting comfortably in business and social situations
- Be confident in representing themselves or their organization
- Demonstrate etiquette to boost their professional image

Primary Competencies: Professionalism

Related Competencies: Interpersonal Skills, Attitude, Leadership

Coach for Performance Improvement

In order to improve someone's performance, you have to first establish a goal. With a clear target to reach, a leader can properly evaluate both individual and team performance and guide them, more efficiently, to the finish line. By holding team members accountable and encouraging them along the way, a great coach keeps them motivated and open to opportunities for growth.

In this module, you discuss the importance of goal setting, and evaluate how to achieve those goals. You will follow a proven coaching process designed to improve performance, and you'll identify additional methods for developing your team members to become outstanding performers.

Completion of this module will empower participants to:

- Describe the Cycle of Growth and Change and how it relates to training and development
- Apply the steps of the Coaching Process to improve performance in others
- Establish individual and team performance goals
- Identify additional opportunities to develop people to become their best self

Primary Competencies: Leadership, Human Resource Management, Accountability

Related Competencies: Professionalism, Influence

Coaching: Supportive and Directive Approaches

Anytime a person speaks or acts, you have an opportunity to give feedback. Your response lets the person know you are paying attention, and that you have genuine interest. Feedback shouldn't be one-way, but a dialogue that encourages idea sharing, collaborative problem solving and accountability.

In this module, you examine what situations call for which type of feedback. You learn to offer positive feedback to encourage others to build on their strengths. You also discover ways to offer constructive criticism without being discouraging and recognize the value that giving feedback has on individual, team, and organizational growth.

Completion of this module will empower participants to:

- Recognize the need for different types of feedback
- Help people build on their strengths through positive feedback
- Use corrective feedback to encourage behavior change
- View giving feedback as a way to enhance relationships and overall performance

Primary Competencies: Communication, Interpersonal Skills, External Awareness

Related Competencies: Change Management, Adaptability

Communicate to Lead

A recent survey of Fortune 1000 firms determined that the ability to persuade others is one of the top 10 skills required of strong leaders.

The ability to persuade others requires discovering what's important to others and what influences their actions. That insight comes from listening. Bestselling author and highly respected leadership consultant, Marshall Goldsmith, asserts that 80% of learning from others is based on how well you listen. Listening is not a passive activity, but rather a highly active process. When you genuinely listen to someone, without anticipating your reply, you build understanding, trust, and respect – all qualities that increase your chance at responding with a relevant and persuasive reply.

This module equips leaders with techniques to master the art of listening. Exceptional listening skills and the ability to convince others to a particular way of thinking sets great leaders apart.

Completion of this module will empower participants to:

- Discover how to influence action
- Demonstrate effective questioning and listening skills that strengthen relationships
- Consider various forms of communication and their impact
- Create feedback opportunities throughout the communication process

Primary Competencies: Communication

Related Competencies: Influence, Leadership

Conflict Management

As long as there is more than one person working on a project, there can be conflict. But conflict can be viewed in a positive light. Conflict is usually the result of opposing viewpoints, but if you consider it as a natural sharing of ideas, it can be beneficial. With a clear understanding of the issues and the personalities involved, a good manager can resolve conflict quickly and effectively.

In this module, you explore practical ways to manage conflict within your organization. You learn to use proven tools and methods to expose issues, discuss them objectively, and find a neutral solution.

Completion of this module will empower participants to:

- Recognize the upside of conflict
- Analyze conflict within their organization
- Recognize their conflict response style
- Apply a variety of strategies for managing conflict

Primary Competencies: Conflict Resolution

Related Competencies: External Awareness, Initiative, Leadership

Delegation

Delegation is the process of sharing responsibility to achieve optimum results. Once a plan has been outlined and leaders have determined the ultimate objectives, they collaborate with their team on the plan of action.

This module enables managers to demonstrate the steps of the delegation process, which entails developing team members to accept additional responsibilities without losing sight of their central leadership responsibility-- the bottom line!

Completion of this module will empower participants to:

- Delegate tasks and responsibilities to develop others and optimize outcomes
- Plan and prepare for a delegation discussion
- Communicate clear performance standards for follow-up and accountability
- Understand and apply the Delegation

Primary Competencies: Accountability, Human Resource Management

Related Competencies: Interpersonal Skills, Diversity, Leadership

Developing Personal Leadership

It's time to do some soul searching. What kind of leader do you want to be, and how can you make that happen? Are you leading by example? Is your leadership style the best it can be? Are you getting the best results for yourself, your team, and your organization? To develop your most effective personal leadership style, you should consider each of those questions and focus on establishing a style that will enable you to achieve all your goals.

In this module, you discover the differences between leadership and management, and learn the common elements that will help you to succeed at both. You learn leadership values and work toward creating your own personal style as a leader. You will complete this module with a greater understanding of yourself, and a clearer understanding of how to become the leader that you aspire to be.

Completion of this module will empower participants to:

- Understand leadership and management and the related drivers for success
- Describe leadership experiences and values
- “Innerview” to open the lines of communication and build trust
- Create a personal vision as a leader and manager

Primary Competencies: Interpersonal Skills, Leadership

Related Competencies: Vision, Communication

Ethical Leadership

To make solid ethical choices, we must first establish ethical boundaries, and learn to stand firmly within them. The best leaders are those with strong character, unwilling to compromise their integrity for any reason. They have boundaries, and they do not cross the line.

In this module, you solidify your own personal code of ethics by establishing ethical boundaries. You examine your own personal experiences and the experiences of others to determine the best approaches in ethical decision-making. You will resolve to be an ethical role model whose values are the driving force of your success. For most people, this module will be a refresher course on how to do the right thing. Always.

Completion of this module will empower participants to:

- Determine their ethical boundaries
- Be a role model for ethical values and principles
- Make decisions based on ethics
- Earn high regard and respect inside and outside their organization

Primary Competencies: Values, Leadership, Accountability

Related Competencies External Awareness

Handling Mistakes

Good leaders understand that when an associate makes a mistake, it's not time for a chewing out. Instead, they rely on the Dale Carnegie Human Relations Principles, and treat the employee with respect as they collaborate on a path to progress. Let's face it. You get more flies with honey than you do with vinegar!

In this module, leaders learn to address team members' mistakes in a manner that is constructive, not demoralizing. You follow a road map to solutions for correcting the error. You'll discover that in the process, you strengthen your relationship with your associate and achieve more together.

Completion of this module will empower participants to:

- Effectively address mistakes using an empathetic approach
- Retain valuable associates by treating them with respect when addressing their mistakes
- Help team members see mistakes as an opportunity to learn and grow
- Maintain control by managing R.A.M.E. (Reasonable, Allowable Margin of Error)

Primary Competencies: Communication, Conflict Resolution

Related Competencies: Interpersonal Skills, Human Resource Management, Leadership

Lead Effective Meetings

Meetings are meant to make your life easier! A team that is on the same page is a team that works smarter. When a meeting is led correctly and effectively, results show. Often an effective meeting may even run short. Proper meeting planning ensures that both you and your team understand everything about the meetings objectives.

In this module we cover the essentials of human resources and the importance of productive meetings. You'll learn the three components of an effective meeting strategy. From the pre-meeting planning, to the post-meeting follow up, we'll have you covered!

Completion of this module will empower participants to:

- Inspire participation in meetings from key stakeholders
- Incorporate ways to build cooperation that lead to positive outcomes
- Apply guidelines that set the tone for a productive exchange
- Plan and lead effective meetings

Primary Competencies: Leadership, Interpersonal Skills

Related Competencies: Teamwork, Communication, Conflict Resolution

Leadership Communications

The fundamental role of a leader is to communicate. To inspire, energize, and organize team efforts, leaders must listen, facilitate, and connect. The way a leader communicates is a reflection of who they are: prepared, enthusiastic, skilled, and confident.

In this module you examine three elements of leadership communication: listening, participating in and facilitating meetings, and speaking. You learn how to listen with a purpose, engage others when leading meetings, and speak effectively to create alignment and retain talent.

Completion of this module will empower participants to:

- Define the elements of leadership communications
- Strengthen leadership listening skills
- Lead and facilitate communications in meetings
- Speak as a leader to inspire and mobilize team action

Primary Competencies: Communication, Leadership, Professionalism

Related Competencies: Influence, Interpersonal Skills

Leadership Styles and Tendencies

Every leader has a different leadership style. Interacting with people with a similar style is easy. The tricky part is communicating with those whose style differs – maybe even the polar opposite of your own! In today's diverse corporate climate flexibility is king.

In this module, leaders analyze four different styles of communicating with others. You explore the different characteristics of each style and determine which one is most like your own. You will focus on accepting a variety of styles to sustain cooperative, inclusive, long-term relationships.

Completion of this module will empower participants to:

- Identify the characteristics of four Leadership styles
- Identify their own leadership style
- Work more effectively across styles
- Develop a greater understanding of other Leadership styles

Primary Competencies: Leadership, Adaptability, External Awareness,
Related Competencies: Diversity, Interpersonal Skills

Leading Strong Teams

Sometimes it seems the saying is true—that many people are “born leaders.” There are some leaders that appear to develop strong teams wherever they go through whatever task they are assigned. The truth is, people can learn to lead if they have the right mindset, tools, and training.

In this module, you learn the strategies and tools that make managers look like born leaders. You will learn the challenges of leading a diverse group of individuals, and specific ways to turn that group into a cohesive, high-performing team working together toward shared goals.

Completion of this module will empower participants to:

- Build on characteristics of strong teams for continuous improvement
- Capitalize on individual strengths to take teams to higher levels of performance
- Facilitate the intersection of diverse personalities in strong teams
- Leverage competitive spirit to propel a team's progress

Primary Competencies: Teamwork, Leadership
Related Competencies: Results Oriented, Accountability, Interpersonal Skills, Communication, Diversity

Motivation

Money is not always the best motivator. Once you get to know your people their underlying needs and wants, you'll discover what uniquely drives them to higher levels of performance. As leader, it's your job to find out what makes each of your team members tick, then close in on those power sources that motivate them beyond maintaining a position to bringing their best every day. The successful leaders of today recognize the value in understanding all different personality types and taking the time to discover what fuels their people to become the organization's most prized resources.

In this module you learn how to understand the needs and desires of your team and better connect with them using proven Human Relations Principles. You explore each principle and determine how to best apply them to your everyday interactions to inspire action, build trust, and develop the human potential of your organization.

Completion of this module will empower participants to:

- Examine work environments and identify current motivation levels
- Identify motivation factors and tools to increase motivation among associates
- Apply human relations principles to build effective relationships and commitment levels
- Accentuate the positive in specific, measurable terms

Primary Competencies: Interpersonal Skills

Related Competencies: Leadership

Motivational Leadership

Whenever you hear about a low performing workforce, it's often the leader who is blamed, for it's highly unlikely for a group of talented professionals to turn out rubbish! What leaders often overlook is the fact that a powerful team is only as strong as their leader and the environment the leader creates for them. It has been proven repeatedly that team members who are inspired and supported by a caring leader outperform others in efficiency, effectiveness, and creativity.

This module takes a look at the many ways leaders can mold a work environment into an inspirational think tank. Stimulating your team to grow on an individual level demonstrably increases morale and productivity as a whole. Using Dale Carnegie's famous principles as your own motivational tool belt will help you develop the textbook environment for your team to create, participate, and repeat.

Completion of this module will empower participants to:

- Recognize the leader's role as a motivator
- Develop greater awareness of drivers that motive individuals
- Recognize the relationship between expectations and motivation
- Align individual motivators with organizational goals

Primary Competencies: Leadership, Influence, Teamwork

Related Competencies: Human Resource Management, Results Oriented

Performance Defined

If you want to be able to hold someone accountable, you need to first make certain they understand what's expected of them, and then give them ideas on how to best deliver. Goals drive performance, and plans propel goals.

In this module, you learn to create clear and specific performance expectations that support your organization's vision and objectives. You will be able to communicate expectations clearly, both verbally and in writing. You will gain tips on how to align areas of responsibilities with the knowhow and skills to create positive energy and outcomes.

Completion of this module will empower participants to:

- Develop a structured document that defines performance expectations
- Communicate expectations in a clear and meaningful way
- Identify key skills, knowledge, and abilities essential to job performance, and match talent to task
- Translate business objectives into daily activities with measurable results

Primary Competencies: Management Controls, Human Resource Management

Related Competencies: Initiative, Leadership

Planning

Having a vision is creative. Having a vision and executing a plan to move it forward, is leadership. Outstanding leaders know how to successfully communicate their vision, gain acceptance of that vision, and prioritize the tasks and methods necessary to turn the vision into a reality. Planning. Planning. And more planning.

In this module, you examine an eight-step planning process that describes the steps necessary to turn a vision into reality. You discover ways to communicate the vision in a clear, compelling manner, and you learn to implement a plan to achieve the best results.

Completion of this module will empower participants to:

- Understand the value of proactive approach to leadership
- Describe a vision in clear, specific, compelling terms
- Identify the steps necessary to transform a vision into action
- Implement a plan with clearly defined communication goals

Primary Competencies: Vision, Results Oriented

Related Competencies Decision Making, Management Controls, Leadership

Share the Glory

Sharing the glory is not just a nice thing to do, it's the right thing to do. Recognizing and rewarding people is a necessity for maintaining morale and motivation. The good news is that sharing the glory is easy to do and yields both immediate and long-term returns. When credit is given where and when it's due, desired behaviors get reinforced and repeated, and leaders get respected.

This module explores why recognition is so important and how to do it most meaningfully. Leaders develop ways to share the glory that benefit both the organization and the employees. Most importantly, they will plan and practice a method of recognizing people and teams in a formal and public setting.

Completion of this module will empower participants to:

- Identify opportunities to set a leadership example by sharing the glory
- Practice sharing the glory in meaningful ways
- Identify the impact that sincere recognition has on morale and retention
- Encourage desired behaviors through recognition and reward

Primary Competencies: Teamwork, Leadership

Related Competencies: Influence, Professionalism, Results Oriented

Strategic Planning

It does not take much to be convinced of the importance of planning. Examples abound with organizations that have thrived or failed due to adequate planning or lack thereof. Organizations can either create their own destiny or be at the mercy of the moment. The difference comes down to a strategic plan that defines a destination and provides a roadmap to reach it.

This module explores the differences between strategic and tactical planning. Participants specify the core competencies that provide their organization's competitive advantage and apply those natural strengths toward a strategic plan that lays out the required actions.

Completion of this module will empower participants to:

- Identify the differences between strategic and tactical planning
- Jump start their organization's growth by developing a strategic intent and plan
- Leverage the organization's core competencies identified during the module
- Assess the current state using SWOT Analysis

Primary Competencies: Leadership, Decision Making, Change Management

Related Competencies: Vision, Values, Teamwork

Time Control to Work on Your Business

It's easy to get caught up in routine activities when you should be focusing on moving the business forward. Effective managers need to be able to balance all the competing priorities and focus on the tasks that will have the most impact.

In this module, you examine the differences in controlled and uncontrolled time so that you can focus on top priorities, rather than issues of lesser importance. You analyze how you spend your time and look for ways to delegate routine tasks, so that you can balance operational and developmental areas. Then you will learn how to add two hours to every day.

Completion of this module will empower participants to:

- Manage routine operations while focusing on future growth
- Understand the difference in routine, problem solving, and developmental activities
- Identify differences between controlled and uncontrolled time
- Make the most of their time by discerning and addressing priorities

Primary Competencies: Initiative, Results Oriented

Related Competencies: Vision, Stress Management

Time Management

No matter how hard you try, you can't make more time. You simply have to make better use of the time you have. The key is to invest your time in the most productive way that will yield the best results.

In this module, you first analyze where your time is spent. Are you focused on the task at hand, or are you really spending a little too much time around the water cooler? Once you have a clear picture of how your time is lost, you'll have a better idea of how to adjust your routine. You will be given specific tools and methods that help people stay focused, reduce procrastination, and empower you to reach your goals – on time!

Completion of this module will empower participants to:

- Understand how their time is spent
- Overcome time management obstacles and work more efficiently
- Apply tools to plan, organize and manage their time
- Leverage time and increase productivity, working smarter, not harder

Primary Competencies: Management Controls, Initiative

Related Competencies: Human Resource Management, Leadership

Vision, Mission, Values

Visionary companies have proven to prosper. In the groundbreaking book, *Good to Great*, Jim Collins and his teams researched a variety of companies in varying industries to determine what made them great. Their findings showed that while creating vision statements is without a doubt important, being truly visionary extends beyond the words. It entails envisioning every aspect from planning to execution.

This module explores the foundational elements that take a company from good to great -- over the long term. Organizational leaders learn how to paint an enticing picture of success by engaging others and showing them how they fit in the future setting.

Completion of this module will empower participants to:

- Create vision statements that are motivating and compelling
- Define mission statements that demonstrate a clear path to the vision
- Clarify values to build alignment
- Communicate vision, mission, and values to stakeholders

Primary Competencies: Values, Vision

Related Competencies: Communication, Teamwork, Leadership