

LEADERSHIP PROGRAMS

First-Level Leaders

Emerging & First-Level Leaders

Collaboration Skills

Audience: First-level leaders and emerging leaders who need to develop collaboration skills and/or understand how to develop them in others prior to taking on a first-level leadership role.

ILT - 2 days

Business Outcomes:

More effective collaboration among leaders and their teams, and more efficient delivery of results to the organization.

Learning Objectives:

This program will enable your leaders and emerging leaders to:

- Generate the effective two-way communication necessary for fruitful collaboration
- Involve the right people in the collaborative effort, in such a way that maximizes their contribution
- Leverage group intelligence through collaborative decision making
- Minimize the impact of unproductive conflict through responding strategically to different conflict styles and implementing a reliable conflict resolution model

Hallmarks of Supervisory Success

Audience: Emerging leaders identified for transition to a supervisory role, or any first-level leader who needs a brush-up on the basics.

ILT - 1/2 day

vILT - 2 hour session + 25 minutes preparation activities

eLearning - 90 minutes

Business Outcomes:

New leaders who can redefine their relationships with their teams, translate and implement strategy, tap into the commitment of their teams, and gain ongoing support from their managers.

Learning Objectives:

This program will enable your leaders and emerging leaders to:

- Manage their transition to a supervisory role
- Outline actions required to build credibility
- Identify strategies to tap into the commitment of others
- Create a clear connection between departmental and organizational goals to increase work group commitment
- Plan for conversations with their managers that build constructive relationships and gain their support

Identifying Work Priorities & Setting Verifiable Goals: Individual Contributor

Audience: First-level and emerging leaders who need to answer two questions: “What should my high-priority responsibilities be right now?” And “How will I and others know how well I’m performing?”

ILT - 2 Sessions or 1 half day module
vILT - 2 hour session + 25 minutes preparation activities
eLearning - 2 hours

Business Outcomes:

Leaders and emerging leaders who prioritize their work according to desired results, formulate clear goals, and use objective terms that verify success.

Learning Outcomes:

This program will enable your leaders and emerging leaders to:

- Rank work responsibilities based on their organizational contributions
- With their managers’ guidance, identify work priorities
- Translate high-priority responsibilities into verifiable goals
- Communicate with others about priorities and goals

Listening in a Hectic World

Audience: First-level and emerging leaders who need to understand the big-picture issues, leverage the experience in their team, and build a shared team purpose.

ILT - 1/2 day
vILT - 2 hour session + 25 minutes preparation/post-work activities
eLearning - 90 minutes

Business Outcomes:

Leaders who can balance getting the information they need with building positive interpersonal interactions and effectiveness.

Learning Outcomes:

This program will enable your leaders and emerging leaders to:

- Make better decisions about how and when they spend their listening time
- Improve the quality of the information they receive by demonstrating curiosity and open-mindedness
- Enhance the accuracy of what they hear by managing internal and external distractions more effectively
- Improve performance by listening to negative feedback non-defensively
- Save time by managing the flow of off-track conversations

Managing Your Priorities

Audience: First-level and emerging leaders who need to improve their ability to meet their top priorities.

ILT - 1/2 day
vILT - Two 90-minute sessions + 20-30 minutes preparation activities
eLearning - 90 minutes

Business Outcomes:

Leaders who manage their top priorities in a way that achieves desired strategic results.

Learning Outcomes:

This program will enable your leaders and emerging leaders to:

- Identify their top priorities
- Assess their current success in sustaining focus
- Utilize practical strategies to attain focus and achieve their priorities
- Effectively manage requests from colleagues
- Gather the information they need to respond intelligently to a request
- Negotiate the terms of requests, so they say “yes” more often
- Ask for help or advice
- Say “no” gracefully, when necessary

Resolving Conflicts with Your Peers

Audience: First-level and emerging leaders who need a process for resolving conflicts with peers that encourages shared solutions and builds constructive relationships.

ILT - 1/2 day
vILT - 2 hour session + 45 minutes
preparation/post-work activities
eLearning - 90 minutes

Business Outcomes:

Leaders who resolve peer conflicts skillfully and confidently to avoid damaging relationships while they improve personal focus and productivity.

Learning Outcomes:

This program will enable your leaders and emerging leaders to:

- Reduce the impact that conflict has on productivity and work relationships
- Get a clear picture of the causes behind a conflict
- Prepare to address conflict with a resolution mind-set
- Talk through a conflict situation objectively and non-defensively
- Develop first steps and trial solutions to begin to resolve a conflict
- Follow through to keep momentum toward a solution

Speaking to Influence Others

Audience: First-level and emerging leaders who need techniques and strategies that achieve business results by gaining the attention, ensuring the understanding, and influencing the actions of other people.

ILT - 1/2 day
vILT - 2 hour session + 40 minutes
preparation/post-work activities
eLearning - 90 minutes

Business Outcomes:

Leaders who organize and deliver ideas clearly, concisely, and convincingly to get results with others, even those who are busy, distracted, or bombarded with competing requests.

Learning Outcomes:

This program will enable your leaders and emerging leaders to:

- Focus on addressing the needs of their listeners and achieving their objectives
- Encourage desired action by delivering their message clearly and concisely
- Handle resistance by responding to their listeners' ideas, opinions, and concerns
- Ensure that their ideas are acted on by developing concrete follow-up plans
- Share ideas for workplace improvements and innovations geared toward better business results

Addressing Emotions at Work

Audience: First-level and emerging leaders who need to manage their own strong emotions and productively respond to the strong emotions of others.

ILT - 1/2 day
vILT - 2 hour session + 10 minutes
preparation/post-work activities
eLearning - 90 minutes

Business Outcomes:

Leaders who stay on top of their emotional reactions and help others do the same to promote productivity, healthy relationships, and personal well-being.

Learning Outcomes:

This program will enable your leaders and emerging leaders to:

- Identify the impact of emotions on their own productivity
- Be more aware of factors that cause their emotions to intensify, so they can manage them more effectively
- Address their own strong emotions, so they can focus on getting work done
- Know when it is useful and appropriate to take positive action to help others manage their emotions
- Respond to the strong emotions of others in a constructive and objective way

First-Line Essentials

Audience: New and more experienced first-level leaders of people. Can be appropriate for mid-level leaders who need to focus on essential people-leadership practices.

ILT - 2 days
vILT - Four 2 hour sessions + 8 hours preparation/intersession activities

Business Outcomes:

First-line managers equipped with the core leadership skills to deliver results through the people who report to them, thereby raising their organization's level of success.

Learning Outcomes:

This program will enable your leaders to:

- Deliver results through the people who report to them
- Invest more effort in high-value activities
- Coach team members to higher levels of performance
- Build the team's capability to drive business results through effective goal setting and delegation
- Maximize team members' willingness to provide discretionary effort

First-Level & Mid-Level Leaders

Clarifying Performance Expectations

Audience: First-level and mid-level leaders who need to set and reset performance expectations swiftly and in a straightforward manner.

ILT - 1/2 day
vILT - 2 hour session + 15 minutes preparation activities
eLearning - 90 minutes

Business Outcomes:

Leaders who set work expectations that avoid ambiguity, increase trust, strengthen working relationships, and support shared success.

Learning Outcomes:

This program will enable your leaders to:

- Identify when a performance expectation discussion is necessary
- Respond effectively to questions and concerns people have about work priorities and goals
- Use the key actions to hold a productive discussion about expectations
- Clarify expectations in a way that increases employees' ability to manage more of their job responsibilities on their own

Conducting Performance Reviews

Audience: First-level and mid-level leaders who need to guide collaborative performance reviews in an open atmosphere for planning and airing concerns.

ILT - 1/2 day
vILT - 2 hour session + 25 minutes preparation activities
eLearning - 90 minutes

Business Outcomes:

Leaders who apply skills and tools for conducting performance reviews focused on major responsibilities, ways to improve, and development needs.

Learning Outcomes:

This program will enable your leaders to:

- Prepare for a focused and collaborative performance review meeting
- Help employees prepare for the performance review meeting
- Give their perspective of the person's performance by focusing on core points
- Overcome major performance disconnects with the employee
- Increase employee motivation, learning, and productivity, and ensure collaboration throughout the year

First-Level & Mid-Level Leaders

Correcting Performance Problems

Audience: First-level and mid-level leaders who need to address serious or recurring performance problems in individual employees.

ILT - 1/2 day
vILT - 2 hour session + 30 minutes preparation activities
eLearning - 90 minutes

Business Outcomes:

Leaders who step in and take prompt and decisive action to ensure that everyone is accountable for performing their job as effectively as possible.

Learning Outcomes:

This program will enable your leaders to:

- Describe the consequences of delaying action to correct poor performance
- Identify performance situations in which to take action
- Explain the benefits of collecting background information prior to a discussion about poor performance
- Take effective actions for correcting performance problems
- Conduct focused conversations about poor performance that result in action toward improvement

Delegating for Shared Success

Audience: First-level and mid-level leaders who need to apply the planning, interpersonal, and follow-up skills critical for successful delegation.

ILT - 1/2 day
vILT - 2 hour session + 30 minutes preparation activities
eLearning - 90 minutes

Business Outcomes:

Leaders who delegate work in a way that focuses employees' capabilities, builds confidence, and earns respect so that the leaders can turn their attention to other key responsibilities, such as planning, removing barriers, and making improvements.

Learning Outcomes:

This program will enable your leaders to:

- Assess their delegation challenges and skills
- Evaluate what work must be done by them versus what can or should be delegated
- Plan tasks to delegate and align the tasks with the appropriate staff
- Conduct a delegation conversation
- Identify follow-up actions to ensure delegation success

Planning for Performance Discussions

Audience: First-level and mid-level leaders who need to guide employee efforts during any type of one-on-one conversation.

ILT - 1/2 day
vILT - 2 hour session + 30 minutes preparation/post-work activities
eLearning - 90 minutes

Business Outcomes:

Leaders well prepared for performance-related discussions that lead to increased productivity, collaboration, and the achievement of critical goals.

Learning Outcomes:

This program will enable your leaders to:

- Describe the role of the performance leader
- Explain to individuals how their work supports the organization's goals
- Demonstrate a set of key actions for performance planning
- Create measurable, objective goals using specific criteria
- Recognize the challenges individuals might have in achieving their goals and develop strategies to overcome these challenges
- Prepare for focused performance management conversations to address expectation setting, poor performance, and performance appraisals

Activating Change: Manager Version

Audience: First-level and mid-level leaders who need to increase change capability in their work areas and throughout the organization.

ILT - 1 day + 1/2 day
vILT - Three 2 hour sessions + 3 hours preparation/intersession activities
eLearning - 3 hours

Business Outcomes:

Leaders able to integrate change into the dense stream of day-to-day work, inspire individual commitment, and focus effort to realize business results.

Learning Outcomes:

This program will enable your leaders to:

- Describe the central role of change capability in improved organizational and individual performance
- Take high-impact actions to build change capability in their areas and throughout the organization
- Maximize their commitment—and encourage the commitment of others—to making change happen
- Work toward expected change results

First-Level & Mid-Level Leaders

Building Team Pride & Purpose

Audience: First-level and mid-level leaders who need to improve productivity by building a sense of shared commitment within their teams.

ILT - 1/2 day
vILT - 2 hour session + 1 hour preparation activities
eLearning - 90 minutes

Business Outcomes:
Leaders who increase the productivity of their teams by developing a clear sense of common purpose that brings practical business results.

Learning Outcomes:
This program will enable your leaders to:

- Accelerate team productivity through building pride within individuals and teams
- Accelerate team productivity through building a sense of purpose within a team
- Communicate team goals in a compelling way to inspire commitment

Developing Team Agility

Audience: First-level and mid-level leaders who need to build high levels of team agility, including quickness, flexibility, and adaptability.

ILT - 1/2 day
vILT - 2 hour session + 45 minutes preparation activities
eLearning - 90 minutes

Business Outcomes:
Leaders with the strategies and tools to clarify how their teams will work together, provide learning opportunities, and keep their teams fully informed.

Learning Outcomes:
This program will enable your leaders to:

- Develop team agility through day-to-day behaviors and actions
- Select and use agility tools to:
 - Focus team effort and energy
 - Help team members quickly gain new skills and knowledge
 - Help the team stay current on information needed to produce results

Establishing Credibility

Audience: First-level and mid-level leaders who need to build or strengthen credibility in order to enhance workplace effectiveness.

ILT - 1 day

Business Outcomes:
Leaders with the high degree of personal credibility that inspires commitment and high performance. Without credibility, which is the foundation of leadership effectiveness, an individual leader cannot lead or manage effectively.

Learning Outcomes:
This program will enable your leaders to:

- Build credibility with others
- Generate trust through increasing reliability
- Gain respect through expanding competence and the ability to communicate it
- Gain loyalty through actively demonstrating concern for others
- Persevere in the face of obstacles and setbacks

Realizing Talent in Others

Audience: First-level and mid-level leaders who need to develop new capabilities in their employees.

ILT - 1/2 day
vILT - Two 90 minute sessions + 15-30 minutes intersession activities
eLearning - 90 minutes

Business Outcomes:
Leaders who can develop capabilities in others that meet the motivational needs of each individual and match the need of the organization.

Learning Outcomes:
This program will enable your leaders to:

- Recognize the psychological needs of individuals and incorporate leadership behaviors to support them
- Uncover high impact development opportunities that tap into the employee's internal motivation
- Link employee development activities to business goals and objectives
- Collaborate on development plans that boost employee interest and activate productivity
- Unleash and leverage individual capabilities to achieve workgroup and organizational results

Giving Needs-Based Feedback

Audience: First-level and mid-level leaders who want to build employee commitment with focused and inspirational performance feedback.

ILT - 1/2 day
vILT - Two 90 minute sessions + 15-20 minutes intersession activities
eLearning - 90 minutes

Business Outcomes:

Leaders who give feedback that both aligns with organizational needs and supports employees' internal motivation to deliver organizational results.

Learning Outcomes:

This program will enable your leaders to:

- Plan and facilitate effective feedback conversations, both face-to-face and voice-to-voice
- Support employees' internal motivation to achieve business results
- Improve performance by helping employees find personal benefits in organizational structure and self-generated solutions
- Receive feedback in ways that promote improved performance and maintain constructive relationships

Identifying Work Priorities and Setting Verifiable Goals: Manager Version

Audience: First-level and mid-level leaders who need to answer two questions: "What should my high-priority responsibilities be right now?" And "How will I and others know how well I'm performing?"

ILT - Two 1/2 day sessions or one 1 day workshop
vILT - 2 hour session + 25 minutes preparation activities
eLearning - 2 hours

Business Outcomes:

Leaders and emerging leaders who prioritize their work according to desired results, formulate clear goals, and use objective terms that verify success.

Learning Outcomes:

This program will enable your leaders to:

- Rank work responsibilities based on their organizational contributions
- Use the Key Actions to help themselves and others identify work priorities
- Describe ways to use goal setting as a leadership tool
- Use the Key Actions to help themselves and others set verifiable goals
- Communicate with others about priorities and goals

Leading Virtually: A Framework for Success

Audience: Mid-level, first-level, and project leaders with geographically dispersed team members who may reflect different job responsibilities, cultural background, or language differences.

ILT - 1/2 day
vILT - 2 hour session + 2 hours preparation/intersession activities

Business Outcomes:

This module enables your leaders to build the group cohesion and individual commitment necessary for the success of a virtual team.

Learning Outcomes:

This program will enable your leaders to:

- Provide clear focus and guidelines that will promote group cohesion
- Leverage communication skills and technology in ways that enhance individual commitment
- Encourage collaboration among people from diverse work groups
- Apply leadership practices to effectively lead dispersed work teams

Negotiating Resources for Your Team

Audience: Mid-level and first-level leaders.

ILT - 1/2 day
vILT - 2 hour session + 25 minutes preparation activities
eLearning - 90 minutes

Business Outcomes:

Negotiating skills play an increasingly important role in securing the resources a team needs to maintain its momentum toward aggressive goals. This module provides team leaders with negotiation skills that can help them secure needed resources for their teams.

Learning Outcomes:

This program will enable your leaders to:

- Identify resources that require negotiated solutions
- Identify day-to-day strategies for building and nurturing strong networks
- Distinguish between another person's position and his or her underlying interests
- Demonstrate a set of key actions for negotiating resources on behalf of your team

Offering Rewards and Recognition

Audience: First-level and mid-level leaders who need to use tangible rewards and verbal recognition to support employees' internal motivation to achieve results.

ILT - 1/2 day
vILT - Two 90 minute sessions + 10-15 minute intersession activities
eLearning - 90 minutes

Business Outcomes:

Leaders who offer rewards and recognition that support competence, strengthen relationships, and encourage internal motivation in others.

Learning Outcomes:

This program will enable your leaders to:

- Offer rewards that foster employee motivation
- Offer spoken and written recognition that supports employee motivation
- Sustain motivation by helping employees identify their own contributions
- Encourage collaborative effort through recognizing team performance

Problem-Solving Results: Solutions, Improvements, and Innovations

Audience: First-level and mid-level leaders who need to enlist the expertise of their teams to find solutions to complex technical or strategic problems.

ILT - 2 days
vILT - Six 90 minutes sessions + 2 hours and 25 minutes preparation/post-work activities
eLearning - Four 90 minute sessions

Business Outcomes:

Leaders who follow a clear process to facilitate the collaboration of intact and ad hoc teams to identify and implement solutions to complex problems.

Learning Outcomes:

This program will enable your leaders to:

- Achieve results through problem-solving results
- Solve problems with their team through a blended approach to process and people
- Create a problem-solving culture
- Incorporate four types of problem-solving thinking into problem-solving efforts
- Quantify the gap between the current state and the desired state
- Identify and verify probable causes of problems
- Generate a variety of innovative solutions to choose from
- Develop effective decision-making guidelines
- Gain group consensus on a solution
- Support implementation success

Resolving Conflicts Within Your Team

Audience: First-level and mid-level leaders who need to understand the impact of conflict within a team and put processes in place for dealing with it.

ILT - 1/2 day
vILT - 2 hour session + 1 hour preparation/post-work activities
eLearning - 90 minutes

Business Outcomes:

Leaders who, as required, can intervene directly to resolve a conflict or help team members resolve a conflict on their own.

Learning Outcomes:

This program will enable your leaders to:

- Identify behaviors that can fragment a team and negatively impact productivity
- Resolve conflict within a team
- Successfully manage unproductive reactions when dealing with team issues
- Determine when leader-led or team-member-led resolutions are most appropriate
- Support team members in addressing conflict themselves

First-Level & Mid-Level Leaders

Shaping a Motivational Workplace

Audience: First-level and mid-level leaders who need to support the engagement and productivity of their teams.

ILT - 1/2 day
vILT - Two 90 minutes sessions + 20 - 30 minutes intersession activities
eLearning - 90 minute sessions

Business Outcomes:

Leaders who create an environment that inspires superior performance by helping employees satisfy their natural needs to demonstrate competence, collaborate, and exercise some control over their own work.

Learning Outcomes:

This program will enable your leaders to:

- Recognize and leverage three basic needs in the workplace
- Create an environment that supports needs satisfaction
- Adopt the employee's perspective to build stronger working relationships
- Communicate with employees without pre-judgment, in an informational way
- Increase engagement by generating opportunities for employee choice in meeting business objectives
- Facilitate enhanced motivation and results

The Coaching Clinic

Audience: First- to mid-level leaders of people who have basic feedback skills who would benefit from an expanded set of coaching skills.

ILT - 1 day

Business Outcomes:

Managers who can develop their direct reports in ways that will contribute the most to individual and organizational success.

Learning Outcomes:

This program will enable your leaders to:

- Encourage employee growth and development in everyday work through providing learning opportunities and an environment that promotes learning
- Help employees develop critical decision-making skills and greater self-reliance through being a thinking partner
- Provide feedback in a way that builds employee capability
- Handle challenging coaching situations
- Increase the return on their coaching investment

First-Level, Mid-Level & Senior-Level Leaders

Generations in the Workplace: Leveraging Age Diversity

Audience: Senior, mid-level, and first-level leaders, and individual contributors who want to boost the engagement and maximize the contributions of four generations of employees in today's workplace.

ILT - 1/2 day
vILT - 3 hour session

Business Outcomes:

Reduced tensions, improved collaboration, and greater bottom-line results stemming from practices for leveraging age diversity.

Learning Outcomes:

This program will enable your leaders to:

- Describe the negative consequences of age stereotypes.
- Avoid projecting age stereotypes on others.
- Describe common workplace needs across age groups.
- Treat others as individuals, regardless of their age.
- Leverage the talents and experience of others, regardless of their age

First-Level, Mid-Level & Senior-Level Leaders

Profiles in Genuine Leadership

Audience: Senior, mid-level, and first-level leaders who need to improve their performance in one or more of six critical “leadership zones”: Reflection, Society, Diversity, Ingenuity, People, and Business.

ILT - 1/2 day, with an optional 360-degree assessment of each participant completed before class
vILT - 2 hr session, with an optional 360-degree assessment of each participant completed before the session + 15 min. preparation activities

Business Outcomes:
Leaders who can assess their abilities and plan actions to meet the leadership demands of a complex 21st-century business environment.

Learning Outcomes:
This program will enable your leaders to:

- Describe the unique challenges they face in their organization
- Describe six key areas of action for effective leaders in the 21st century
- Identify their strengths and liabilities as a leader
- Plan ways to apply their strengths and reduce their liabilities
- Apply selected leadership practices to address their key leadership challenges

All Levels of Leaders

Skillful Conversations

Audience: All levels of leaders.

ILT - 1/2 day

Business Outcomes:
Leaders who are able to succeed in their relationships and performance by practicing a few key skills in their daily conversations.

Learning Outcomes:
This program will enable your leaders to:

- Build clarity and accuracy when communicating
- Test the assumptions that underlie their communications in order to dismantle incorrect ones
- Use high-gain questions to enhance the skillfulness of their conversations
- Foster careful listening and speaking in order to ensure full understanding
- Identify their own strengths and areas for further development in skillful conversations

Building Trust Under Pressure: The Basic Principles

Audience: All leaders and emerging leaders who need to earn credibility and trust, build a wide network of effective relationships, maintain a positive work environment even under pressure, and defuse highly charged situations with others.

ILT - 1/2 day
vILT - 2 hour session
eLearning - 90 minutes

Business Outcomes:
Leaders with solid foundational leadership habits for building productivity and strong working relationships.

Learning Outcomes:
This program will enable your leaders to:

- Identify six Basic Principles for building credibility and trust with others in challenging situations
- Identify and use their Basic Principle strengths under pressure
- Use the Basic Principles to address problems and take positive action in challenging situations

About AchieveForum:

AchieveForum delivers leadership solutions that are designed for the customer and are built on more than 85 years of global experience. Our tailored learning solutions are created with purpose and driven by innovation to help organizations effectively execute their business strategies. We provide clients with practical and research-based products and programs that mobilize employees, accelerate business-initiative implementation, and improve agility. For more information, go to:

www.achievetforum.com

© AchieveForum, 2016

achieve+forum™