

Part I: Leaders, Managers, and Followers

Accomplishing results through others is a primary objective for most leaders. One's philosophy and style determines their approach to developing relationships and getting results through followers.

Learning Objectives:

- Define and contrast leadership versus management
- Identify styles of leadership and followership
- Develop a statement of one's leadership philosophy
- Examine influence, authority and ethics in leadership
- Recognize the importance of character, credibility and consciousness
- Reveal ways to build credibility, trust and respect
- Discuss the need of continuation planning

Part II: Relationship Orientation

Communication may be the most important, and possibly the most complex, function of a leader. Regardless of the setting, effective leaders must have a broad understanding of leadership communication as well as specific, practical techniques for improving communication with followers in order to gain credibility, trust, and respect with others. Most directly, good communication is essential for effective coaching and mentoring in today's modern, team-based organizations as leaders are challenged to set expectations, delegate, motivate, correct and plan for improvement through evaluation and documentation. It is also important in addressing inevitable conflict, a natural part of working and living with others.

Learning Objectives:

- Understand how perceptions influence communication with others
- Review steps for initiating positive communication with others
- Discover how harmful misperceptions are formed and can be changed
- Understand various behavioral and learning types
- Discuss issues of diversity, including generational differences, and their impact on communication
- Recognize the key elements of coaching and mentoring
- Learn to effectively convey expectations to followers
- Understand follower values and motivation
- Identify important steps for evaluation, correction, documentation and improvement
- Identify major sources of conflict between people
- Examine possible outcomes of conflict
- Explore the role of mediator
- Complete a self assessment of conflict management style
- Discuss and apply conflict resolution techniques to various scenarios

Part III: Task Orientation

As we move further into the 24/7/365, high-tech, global, information era, workers are swamped with overwhelming demands, high expectations and too many electronic messages! Task orientation refers to ways a leader can enhance their work style, increase productivity, and improve total life quality. Intelligent and intuitive ways of managing self and others are discussed.

Learning Objectives

- Examine both intelligent and intuitive approaches to productivity
- Discuss the challenges of focus and concentration vs. multitasking
- Identify key work habits of highly productivity people
- Describe new ways of juggling personal and professional priorities
- Recognize the importance of electronic self management tools
- Learn how to engage the flow, zone and optional performance states
- Identify workings of the stress response
- Recognize internal and external factors contributing to burnout
- Practice techniques for preventing or reducing stress and burnout

Part IV: Change Orientation

Change orientation explores the constant of change, the anticipation of change, and strategies for leading organizational change. This requires strong knowledge and skills in leading and implementing organizational strategic visions. In addition, in order to effect organizational change leaders must learn important problem solving and decision making skills. This vital part of the visioning, planning and change process usually requires the involvement of a facilitator and the application of an effective process for producing answers and solutions to current challenges.

Learning Objectives

- Understand how change curves work
- Recognize the impact of accelerated change on one's life and livelihood
- Identify major types of individual change and organizational change cycles
- Identify approaches for meeting various types of change
- Examine the visioning process
- Review, refine, and/or develop a mission statement
- Define or refine core values of the organization
- Understand the SWOT approach to strategic analysis
- Create a strategic plan and an annual work plan
- Learn and demonstrate subjective, objective and intuitive problem solving and decision approaches
- Recognize steps for promoting organizational change