

Strategic Leadership

PART I: Leadership Focused on the Individual

Pre-Course Activity: A recent Gallup survey suggests that only 26% of the American workforce is “engaged” in the vision and mission of the organization. Gallup suggests that one primary cause is the lack of leadership skills exhibited by supervisors and managers. This program is designed to help supervisors and managers bridge the gap between tactical operations and strategic execution. The goal is to provide a decision-making framework that help focus on leadership-essential tasks.

VISION: Essential to success of the leader in the organization

- What is your personal leadership vision?
- Define the vision of your organization
- Strategies for adjusting your personal leadership vision to the culture of the environment to create successful opportunities.

MANAGER VS. LEADER: Exploring the distinct difference between these two roles.

- Explore varying perceptions of the role of a manager vs. that of a leader
- What are the top 10 mistakes managers/leaders make and how do they differentiate who you are?
- 5 essential leadership qualities
- Motivation, integrity, and trust—assessing your strengths and weaknesses and determining how to use those in the effective management of others

THE CHARACTER OF THE LEADER: What are your values and ethical principles?

PART II: Leadership Focused on Leading Others

COMMUNICATION & FEEDBACK: The single most important task of a leader is the ability to communicate effectively with the team, vendors, customers, and clients.

- Communicating across varying generations—understanding the generational divide
- Defining the varying forms of communication
 - What are they?
 - When are they effective?
 - Which situations are best used for each?
- Exercise: Look back on recent experience in giving negative feedback—how was it received and what would you do differently?
- Culture and the communication process—strategically managing across the lines
- Childhood messages—what messages did you receive as a child and how are they currently affecting your communication process?
- Open listening—listening focused on understanding vs. being understood
- Paraphrasing and its importance on the communication process
- Communicating to “forward”

ENGAGING YOUR TEAM: The success of a leader is based on the ability to build a team that executes its vision and mission consistently.

- Team basics—understanding your team structure and developing the basics

- Team evaluation—how dysfunctional are you?
- Team diversity
- Teambuilding techniques—necessary skills
 - Vision
 - Commitment
 - Trust
 - Inclusion
 - Value of differences
- Workplace negativity—effective techniques for managing negativity on the team
- Key elements to a successful team
- Power of collaboration
- Meeting essentials—how to conduct effective team meetings

COACHING & COUNSELING: Leadership requires the ability to coach our staff, tweak performance, and provide a platform for future successful leaders. This process requires daily coaching, counseling when necessary, and an understanding of the varied needs of our staff.

- The coaching process
- Proactive vs. reactive coaching
- Rules of engagement
- Performance management
- Mentoring
- When coaching becomes counseling
- Employment law fundamentals
- Elements of a sound disciplinary practice
 - Importance of progressive discipline
 - Elements of effective documentation

CONFLICT RESOLUTION: Despite our best efforts, conflict is inevitable but it doesn't have to be negative.

- Destructive vs. constructive conflict
- Constructive confrontation
- Problem solving and decision making
- 4 steps to feedback—using the “burger” technique
- Case studies—skills for difficult situations
- Understanding the conflict cycle
- Negotiation

Each section is packed full of case studies, interactive exercises, group-think modules, and open discussion.

Additional modules can be added to include: (1) behavioral-based interviewing, (2) workplace diversity, (3) ethics in the workplace, (4) time management, and (5) performance management workshop.