

YOUR LEADERSHIP JOURNEY

LEARNING FORMAT: CLASSROOM (ONSITE ONLY), VIRTUAL, & WEB COURSE

Making the transition from individual contributor to leader is both exciting and challenging. Unfortunately, we often promote individuals based on their hard work, and they struggle because being a leader is a career change, not just a slight shift in the work they do.

This course arms a new or prospective leader with the knowledge and skills they need to confront the challenges they face early in their leader career. The course encourages the learner to think about the transitions that newer leaders face and how to handle those challenges. They are introduced to three leadership differentiators that are most important to building a positive reputation as well as contributing to the organization's success.

DO YOU FACE ANY OF THESE ISSUES?

- > Do newer leaders struggle to understand what the priorities are for themselves and the team?
- > Do leaders understand the importance of bringing out the best in their team members?
- > Do newer leaders struggle with the transition from being a peer of team members to being the new "boss"?
- > Are leaders defensive rather than receptive to feedback from others, including their team?

PERFORMANCE OBJECTIVES

Helps leaders:

- > Reduce the stress associated with the shift to leading others.
- > Act with authenticity to build trust.
- > Bring out the best in others to enhance engagement and capacity.
- > Look for and accept feedback with grace.

PRIMARY COMPETENCY DEVELOPED

- > Building Trust

SECONDARY COMPETENCY DEVELOPED

- > Inspiring Others

COURSE OVERVIEW

- > **Leadership Transitions:** In a group activity, learners identify actions they said they would "always do" and "never do" as a leader. Learners talk about the stresses of being a new leader and some of the challenges they have had in their new role.
- > **What's Important?:** A video shows a new leader struggling with all of the things that compete for her attention. Learners take time to reflect on the many priorities in their role and use a checklist to determine things they still need to find out from others. Through a group activity, participants learn the value of seeing their team's work from three perspectives: balcony, treetop, and helicopter.
- > **Be Authentic:** Facilitator introduces the Leadership Differentiators and divides learners into three groups. Each group prepares a presentation around their assigned Leadership Differentiator. The first group presents the Be Authentic differentiator. Teams discuss how they would handle a situation that requires authenticity and share their ideas with the rest of the learners.
- > **Bring Out the Best in People:** The second group does its presentation on the Bring Out the Best in People differentiator. Mock interviews are conducted in pairs to help learners discover how a leader can uncover a team member's skills and motivations. Learners record commitments for long- and short-term success.
- > **Be Receptive to Feedback:** The third group presents the Be Receptive to Feedback differentiator. A two-part video activity shows how a leader reacts to ineffective and effective feedback and a group discussion follows. In pairs, learners discuss past feedback they have received that was difficult to hear but was helpful. The facilitator provides tips for collecting feedback.
- > **What Will People Say?:** Participants discuss challenges and best practices of leading former peers. They work on a long-term goal they would like to accomplish and decide which Leadership Differentiator will help them achieve that goal.

VIDEO SEGMENT SUMMARIES

- > A new leader is struggling to see the big picture and prioritize her workload as she faces many conflicting expectations.
- > A leader is given feedback that is vague and unwelcome, and she reacts defensively.
- > The leader apologizes to the team member and explains her position without revealing too much information about the situation.

COURSE DETAILS

- > **Target audience:** Emerging and first-time frontline leaders.
- > **State-fundable:** Yes (onsite only)
- > **Course length:** 4 hours (onsite), 3 hours (virtual), 2 hours (web course).
- > **Facilitator Certification:** Certified trainer required.
- > **Prerequisites:** None.
- > **Optimal group size:** 8 to 16. 24 maximum.
- > **Course Prep:** None.
- > **Notes:** Suitable for all environments.

OTHER COURSES TO CONSIDER

- > Building and Sustaining Trust
- > Coaching for Peak Performance
- > Communicating for Leadership Success
- > Leading Others