

Day 4: Developing People for Performance and Growth

Nothing is more important to an organization than retaining and developing the talent that will lead to preservation and future success of the organization. Yet, the competence of developing people is one of the newer competency focuses for leaders. It doesn't have to be mysterious and it is important for leaders to learn how to develop their people as core ways of leading every day.

Objectives for this course include:

- Learning the responsibilities as a leader to develop people and create organizational leaders
- Working with giving people the "why" of their work
- Defining coaching and mentoring and coming up with approaches
- Creating structured coaching plans
- Discovering themes in generational approaches, particularly for what leaders need to know about the success profiles of employees entering today's workforce
- Learning the key question for the way to work through all generational "sticking points"
- Reviewing differences in leading and coaching generational themes with laboratory work
- Learning how to make a business case to influence organizational leaders
- Developing people every day and without a budget
- Defining succession planning both informally and formally
- Creating a template for a formal mentoring program

Day 5: Creating and Leading Highly Functional Teams

Today's organizations operate with inter-related and complex roles and objectives that no one person can produce. It is essential to organizational success that leaders understand how teams operate at their functional best and dysfunctional worst. After understanding, leaders need to be able to eliminate dysfunction and lead toward ever-higher functional, high-performance team work.

Objectives for this course include:

- Understanding of the Five Dysfunctions of a Team and what it takes to be a team
- Leading your teams to produce the organization's vision
- Reviewing the role of conflict management in effective performance and tactics to increase healthy conflict/decrease unhealthy conflict
- Reviewing the DiSC Individual Team Cohesiveness Reports and presenting results to the full group
- Discovering takeaway tactics on getting/sustaining commitment and accountability, focusing on results, stimulating transparency, and effective communication
- Reviewing team assessments that can be performed to see where the team is

AAIM Course Description

- Reviewing tactics and tools for problem solving, e.g. 5 whys, pros and cons, divergent thinking, and devil's advocate/contrarian
- Presenting problem-solving modules including PDSA, process improvement and reviewing Lean/Six Sigma DMAIC model through a case study review game
- Reviewing an Integration Case Study: New Team, Plan for What to Accomplish first, second, third ... and why

Day 6: Leading Change Initiatives and Multiple Projects

Organizations that don't change don't exist. It is essential for leaders to be grounded in what it takes to plan and execute different sizes of change initiatives. Change initiatives consist of three types of planning: the project plan, the leadership plan, and the change management plan.

In this course, the first element reviewed is the more traditional project planning and leadership functions with an emphasis on the leadership approach – all project elements come under the umbrella of a project charter, the main project planning output.

Change Initiatives have their own planning processes that yield the change management plan, and essential to the change management plan is the change communication plan. Ultimately, it is the planning and communication components of projects and change initiatives that statistically produce achieving the best successes.

Objectives for this course include:

- Reviewing project management key terms: tasks, estimating time requirements and time lines (GANTTS), resources, milestones, deliverables, etc.
- Creating the project charter and understanding the components including the objectives, scope, key deliverables, risk assessment/mitigation, resource planning, budget, and communication methods
- Creating successful leadership of multiple projects
- Learning project leadership, the all-important people side of projects – kick-off meetings, giving authority, tactics for leading the team, leading during stalls and crises, and getting projects back on track
- Reviewing what makes change initiatives successful and what makes them fail
- Analyzing a change initiative: sizing the change, conducting a power and influence analysis, and moving employees through the initiative successfully
- Understanding the importance of communication and coaching tactics and methods that drive successful change and move resisters forward
- Reporting methods that drive accountability, ownership and commitment

AAIM Course Description

Prerequisites: Leaders who have 3 – 5+ years of leadership experience and leaders who have completed the AAIM *Principles of Leadership* program. The program is developed to an audience of experience; it is designed to an audience desiring a deeper dive into leadership development and people who aspire to be or are directors and VPs, even CEOs in intact teams.

Advanced Preparation: Pre-work is to take the Index of Emotional Intelligence and complete the competency review, and to review the 38 Cohesive Team questions, picking the five areas most important to them as a member of a new team.

Competencies: Business Acumen, Decision Making, Diversity, Integrity and Ethics, Interpersonal Communications, Organizational Agility, Professional Work Environment, Leadership Communication and Staffing

Delivery Method: Group-Live | **Course Level:** Intermediate to Advanced | **Duration:** Six (6) Full-days

Continuing Education/Recertification Credits: CPE Credits, HRCI Recertification Credits and SHRM Professional Development Credits may be available for this course.