

LEADERSHIP SKILLS WORKSHOP

BASED ON "THE LEADERSHIP CHALLENGE"

The overall objective of this workshop: increased ability of the participants to influence others for positive results. The workshop is based on Kouzes and Posner's "Leadership Challenge" and is presented in five one-day sessions once or twice a month. Homework assignments between sessions provide continuity, self-paced learning, and team project work. An abbreviated version of the workshop (three one-day sessions) is also available. This option covers modules 1-6, which are the core of Kouzes and Pozner's five leadership practices.

Day 1

Module 1 – Workshop Overview

- Objective: To understand the "big picture" of the workshop
- Agenda
 - Workshop agenda and objectives
 - Why is leadership needed?
 - What is leadership?
 - Five key practices

Module 2 – Model the Way

- Objective: To become more credible as a leader by aligning values, words, and actions
- Agenda
 - Overview
 - Section 1: Credibility: The Foundation of Leadership
 - Section 2: Personal Values
 - Section 3: Aligning Actions with Values
 - Review and Next Steps

Module 3 – Inspire a Shared Vision

- Objective: To create a shared vision that will influence others to make it their own
- Agenda
 - Overview
 - Section 1: Visionary Thinking
 - Section 2: Create Your Vision
 - Section 3: Implement Your Vision
 - Review and Next Steps

Day 2

Module 4 – Challenge the Process

- Objective: To create an innovative environment that takes intelligent risks and learns from mistakes
- Agenda
 - Overview
 - Section 1: Find opportunities
 - Section 2: Take risks
 - Section 3: Maintain risk taking
 - Review and Next Steps

Module 5 – Enable Others to Act – Part 1

- Objective: To create a plan for a work environment that empowers people to collaborate for greater success
- Agenda
 - Overview
 - Section 1: Foster Collaboration
 - Section 2: Empower Others

Day 3

Module 5 – Enable Others to Act – Part 2

- Objective (continued from Part 1 above)
- Agenda (continued from above)
 - Section 3: Promote Teamwork
 - Review and Next Steps

Module 6 – Encourage the Heart

- Objective: Increased commitment and ability to encourage others through effective recognition
- Agenda
 - Overview
 - Section 1: Encouragement
 - Section 2: Best Methods
 - Section 3: A Plan to Encourage
 - Review and Next Steps

Day 4

Module 7 – Communicate Congruently

- Objective: Increased ability to be a congruent leader through emotionally intelligent communication
- Agenda
 - Overview
 - Section 1: Emotional Intelligence
 - Section 2: Communication Styles
 - Section 3: Rapport Strategies
 - Section 4: Constructive Feedback
 - Review and Next Steps

Day 5

Module 8 – Lead Others Through Change

- Objective: Increased ability to lead employees through organizational change and transition
- Agenda
 - Overview
 - Section 1 – The Nature of Change
 - Section 2 – Melting - Strategies for managing the first stage
 - Identify the down and up sides of change
 - Four strategies to reduce change resistance
 - Section 3 – Moving - Strategies for managing the second stage
 - Dangers and opportunities
 - Six strategies to keep people focused and moving
 - Section 4 – Molding - Strategies for managing the third stage
 - Four strategies to ensure continued momentum
 - Performance Plan (real time)

Module 9 – Making Commitments

- Review of entire workshop
- Planning next steps
- Team project presentations