

# Leadership Skills & Style Development

## Learning Process

At LSSD we work hard to turn training and education into a process for personal, team and work unit improvement. We accomplish this by skillfully combining these 7 essential components of the learning and development process.

1. Focused, dynamic presentations.
2. Hands-on, experiential learning simulations.
3. Peer-to-peer coaching and counseling "trios".
4. Small group discussion and application projects.
5. Practical application and written change plans.
6. Full-time, highly experienced faculty.
7. Complete reference manuals and material.

## Who Should Attend

LSSD is designed for supervisors, team leaders, IPT leads, program/project managers and middle managers. Those on the frontline of leadership who have a great deal of personal, face-to-face interaction with direct reports, team members and colleagues. The goal is to provide these people with the management tools and personal skills so they can assert their right to manage in a way that has a positive impact on people and performance.

## Delivery Options

There are two in-house options that we have created so that you can tailor LSSD to your organizations' leadership development needs.

1. In-house consecutive days: Up to 30 of your team leaders go through this 4.5 day session together creating a highly capable coalition of leaders.
2. In-house modular: Up to 30 of your team leaders go through three, two-day modules, scheduled five to seven days a part, minimizing work disruption.

## Faculty

LSSD is brought to you by the staff and faculty of The General Systems Consulting Group and The LEAD Institute. We have over 30 years of consulting experience in the areas of leadership, team and organizational development. We have provided consulting services to help organizations become more productive and better places in which to work, conducted numerous company and university based executive education programs and facilitated executive leadership off-sites and team building sessions for many companies. The LSSD faculty are appreciated for their knowledge, experience, one-on-one coaching skills and dynamic, engaging presentation styles.

Contact Kelly S. Petrock for more information on LSSD and to learn how it can be offered as an inhouse program at your company or location.

*"Excellent course. I have been exposed to something like this 2-3 times before in my career. This course solidified the knowledge gained in those classes. I have a new found confidence to take home with me."*

*"Having attended many leadership training classes in the past 30 years- it was good to get a leadership course that actually refreshes my leadership style. This training reminded me that I do have other leadership skills and tools that I can use."*

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## LSSD Program Overview

The LEAD Institute is excited to announce our newest leadership development program: Leadership Skill & Style Development (LSSD). This program is designed around specific leadership tools, skills and concepts. The goal of the program is to assist today's leaders in better matching their leadership approach to the performance needs of the organization as well as the motivational and skill levels of their followers. LSSD is designed around the following four focus areas that are comprised of proven concepts, tools and skills.

**Work Unit Performance Improvement Focus.** This is the initial and central area of focus for the training; all other focus areas are related back to employee and work unit performance. Participants learn how to differentiate, isolate and improve the critical factors that impact employee performance.

**Personal Style & Interpersonal Skills Focus.** In this focus area participants gain an in depth understanding of their personal style at work. They learn when and how to better leverage their strengths, confront their liabilities and develop strategies for increasing their personal effectiveness at work. A benefit to deeper personal awareness is the ability to better initiate and manage interpersonal relationships at work. Participants strengthen their communication effectiveness by applying the principles of assertiveness; adult-to-adult communication, building rapport, listening skills and effective nonverbal communication.

**Leading & Managing Others Effectively Focus.** In this focus area participants learn techniques for bringing about greater levels of employee motivation and performance. Participants learn to evaluate the needs of employees and then when and how to apply the leadership approaches of Director, Coach, Counselor and Delegator. For each of these four leadership approaches participants are given specific tools for application skill practice using them.

**Leading & Facilitating Teams Focus.** In this focus area participants learn how to increase performance and employee commitment through better teamwork, work unit cooperation and interdependence. Participants learn concepts and skills for building teams, managing conflicts, making decisions in teams, empowering and facilitation meetings.

## LSSD Program Agenda

### Monday

#### Executive Kickoff

- ◆ Statement of the business and leadership imperatives

#### Session Overview & Introductions

- ◆ An interactive exercise that facilitates developing a learning community

#### Motivation: Understanding Human Behavior

- ◆ Presentation and small group work

#### Leadership and Work Unit Performance

##### Improvement

- ◆ Traditional Organization Simulation — What facilitates and blocks performance? What role does leadership play?
- ◆ Flexible Organization Simulation — What facilitates and blocks performance? What role does leadership play?

#### DISC Personal Style and Interpersonal Skills

- ◆ Exploring and understanding personal style at work
- ◆ Personal style change plan development — enhancing strengths and managing weaknesses
- ◆ Adapting your style to others change plans — boss, peers and direct reports

### Tuesday

#### The “Whole System” View of Organizational Performance and Leadership

- ◆ Assessing work unit performance using the “Whole Systems” framework
- ◆ Developing performance improving change plans using the “Whole Systems” framework

#### Leading and Managing Others Effectively

- ◆ Assessing preferred approach to leading and managing: Directing/Telling, Coaching/Selling, Counseling/Participating and Delegating/Empowering
- ◆ Assessing direct report readiness — capability and willingness

#### Leading & Managing — Concepts, Tools & Application

#### Director/Telling Leadership Approach

- ◆ Overview of approach, goals and when to use
- ◆ Dos and don'ts's of the Directing/Telling approach

#### Tools for Directing/Telling

- ◆ Hoshin Kanri — X matrix analysis
- ◆ Storyboarding
- ◆ Core competency matrix analysis
- ◆ Setting and communicating role expectations
- ◆ Balance of Consequences Analysis — managing behavior change and learning through consequences

### Wednesday

#### Coaching/Selling Leadership Approach

- ◆ Overview of approach, goals and when to use
- ◆ Dos and don'ts's of the Coaching/Selling approach
- ◆ Differentiating Coaching/Selling from Directing/Telling

#### Tools for Coaching/Selling

- ◆ Using coaching process model to teach new skills
- ◆ Experiencing the power of effective performance feedback
- ◆ Learning elements of effective praise and how to maximize performance improvement using it
- ◆ Learning how to give corrective feedback while enhancing performer receptivity

#### Counseling/Participating Leadership Approach

- ◆ Overview of approach, goals and when to use
- ◆ Dos and don'ts's of the Counseling/Participating approach
- ◆ Differentiating Counseling/Participating from Coaching/Selling

#### Tools for Counseling/Participating

- ◆ Learning the counseling model of:
  1. Establishing INTENT
  2. Uncovering the SITUATION
  3. Exploring OPTIONS
  4. Contracting for COMMITMENT

- ◆ Effective Listening skills
- ◆ Observing and evaluating effective counseling
- ◆ Counseling practice and feedback

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*“Motivation and understanding human behavior really helped me get a better understanding of why people do what they do.”*

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### Thursday

#### Delegating/Empowering Leadership Approach

- ◆ Overview of approach, goals and when to use
- ◆ Dos and don'ts's of the Delegating/Empowering approach
- ◆ Differentiating Delegating/Empowering from Counseling/Participating

#### Tools for Delegating/Empowering

- ◆ Delegation and managing the TASK
- ◆ Delegation and ENABLING the “delegate”
- ◆ Delegation and CULTIVATING OWNERSHIP
- ◆ Decision Making Diamond — DELEGATING DECISION MAKING AUTHORITY

#### Team Focus: Leading & Facilitating Teams

- ◆ Differentiating leading from facilitating
- ◆ Defining the critical on-the-job teamwork issues

#### Tools for Building High Performance Teams

- ◆ Stages of Team Development — understanding task, process and leadership needs at each stage
- ◆ Trust — teamwork and building trust
- ◆ Team Norms — Establishing productive team norms to create a sense of team responsibility
- ◆ Decision Making — enhancing the effective use of command, consultation and consensus decision styles

### Friday, morning

#### Team Focus: Leading & Facilitating Teams, *continued*

- ◆ Team Interaction — Analyzing and understanding effective team interaction to ensure good decisions are made and commitment enhanced
- ◆ Managing Conflict — Understanding and using conflict management strategies
- ◆ Leading & Managing Team Meetings — Three different types of meetings and levels of meeting facilitation

#### Session Summary & Close

- ◆ Leadership team debrief and closing

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*“I came into the course feeling that I was a pretty effective manager, and not expecting to learn much. Not only were the lessons a good refresher, but I did gain many “new” insights. Good class!”*

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*“The entire session was a great learning experience. Everything was done in a systematic, structured way that helped learning.”*

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