

# The Challenge of Leadership

ChangeWorks  
Inc.



This highly interactive five-day skill-building workshop will help managers – your leaders – develop these critical leadership competencies:

- Interest-Based Leadership
- Communicating for Results
- Developing Others – Coaching for Excellent Performance
- Leading and Facilitating Teams
- Analytical Thinking and Judgment

The workshop concludes with a review of specific leadership tools and techniques, and participants develop a Personal Action Plan to put these tools and techniques to immediate use on their jobs and in their organizations.

## Interest-Based Leadership

- The thing that's missing for most people in most organizations: buy-in
- Why "ownership" is of primary importance
- Why lead through "interests"? How to achieve buy-in
- The Interest-Based Leadership Model
- Achieving buy-in and ownership through identifying and meeting interests
- Identifying the key competencies that support interest-based leadership
- Making this workshop work for you

## Communicating for Results

- From your Mission Statement to goals and objectives - to results!
- Effective leaders communicate productively
- What happens when we communicate?
- "Top Quadrant" communication for maximum effectiveness
- Your communication style and the styles of others - *The People Process*
- Flexing your style to communicate effectively with others
- Negotiations and persuasion - *The Influence Process*
- Getting what you want in any situation
- Helping others get what they want while strengthening the long-term relationship



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## Developing Others: Coaching for Excellent Performance

- Helping all of your people do an excellent job all of the time
- Coaching for excellence and The Performance System
- Setting challenging performance expectations jointly with your people
- Providing continuous performance feedback - both feedback for reinforcement and feedback for change
- Providing reinforcing consequences - effectively rewarding excellent performance
- Providing needed information and training
- Removing or minimizing task interference
- Planning for the continuing development of every employee
- Making performance appraisals a motivating tool

## Leading and Facilitating Teams

- Why teams?
- Determining the characteristics of a high performance team
- Welding a group of individuals into a high performance team
- Assessing the present functioning of your team
- Motivating all team members toward high performance
- Defining the purpose and mission of the team
- Setting challenging yet achievable goals with the team
- Establishing complementary roles for every team member
- Integrating the individual interaction styles and personalities of every team member for maximum performance
- Developing and strengthening facilitation skills
- Facilitating teamwork - obtaining input from all team members in problem solving and decision making
- Conducting effective, productive team meetings
- Continuing to develop the team to its full potential



## Analytical Thinking and Judgment

- Key analytical skills: solving problems, making decisions, and successfully implementing plans
- Getting the right people involved in the right way and at the right time
- Applying the proven, step-by-step method - the Rational Process
- Solving problems: defining the problem, determining the cause of the problem, and developing solutions to the problem
- Making decisions: determining and organizing objectives, determining and evaluating alternatives, and making the best-balanced choice
- Implementing plans: developing step-by-step plans to effectively implement decisions, troubleshooting the plan, and measuring and monitoring results
- Exercising creativity and judgment - the human factor
- Facilitating teamwork in problem solving and decision making
- Presenting action proposals so that action is taken

## Using Your Leadership Tools

- Interest-based leadership
- Get what you want
- Stop wasting time
- Develop your Personal Action Plan

This workshop is carefully tailored to meet the development needs of a specific group of participants. This is accomplished by using a **Pre-Workshop Fax-Back (or E-mail-Back) Questionnaire** to fine-tune workshop content and approach. Also, each participant's **Expectations for the Workshop** are gathered and considered at the beginning of the workshop. Every effort is made to ensure the workshop's content and approach are responsive to participants' needs.

*Although this program is available in several formats, five full days is recommended.*

