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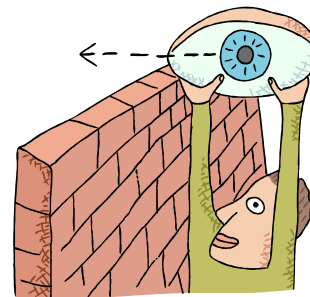
Leadership Challenges



Experiential Training for Public Sector Managers

Module One: Creating A Shared Vision (9 hours)

There's a great degree of agreement on what it takes to be an effective leader. We organized this training using constructs Kouzes and Posner highlighted in their book, The Leadership Challenge. Our curriculum embraces the rich diversity of a number of other authors, such as Warren Bennis and Bert Nannus, Rosabeth Moss Kanter, Steven Covey, Tom Peters, Tom Blanchard, Peter Drucker, Douglas MacGregor, Michael Hammer, Peter Senge, and several others. We don't have to study the experts to recognize the traits and skills of an accomplished leader; we all have experience with effective teams, organizations and leaders. This training explores what we have already learned about leadership, applying that to our own leadership practices, and experiencing these skills in structured exercises and dialogue sessions with our peers. We begin by discussing our experiences with successful leaders, organizations and teams.



Agenda:

Introductions, agendas, objectives and administrative chores

Establishing a Respectful Climate: Communication Techniques and Ground Rules for Participation

Training Overview: Characteristics of Best Organization; Chart of Distinction (Best Boss/Worst Boss); Leading and Managing; The Five Practices for Effective Leadership

Organization Vision: Experiential Exercises:

- What's unique about your organization's strengths? (My agency)
- What would it be like if you enjoyed coming to work each day? (My unit)
- Values and how they shape priorities for the future.
- The ultimate work environment (what would create that joy?)
- In the year 2012, what will they be saying about you and your organization?



Module Two: Challenging the Status Quo (3 hours)

To begin making significant changes we have to be able to sort through the data and select those targets worthy of change. Then we must realistically assess which issues are within our influence, and set priorities. Therapists call it "partializing" problems. Besides, people don't resist change; they resist being changed. Since people are different, we must find ways of approaching them with changes that work for them. People adjust to change at their own pace, much as they adjust to

separation and loss. The stages even resemble the grief cycle!

Agenda:

Focusing and Directing Personal Energy

Change: Stages of Change

Circle of influence/Circle of concern/Focus

Exercise: Developing an Action Plan

Module Three: Freeing Others to Act (6 hours)

Shared ownership is often the key to successful performance, but the key to ownership is *TRUST*. Leaders should know how to create a climate of trust (and realize how easy it is to destroy that trust). *To work though people* we also must recognize the characteristics of effective work teams. Leaders are capable of facilitating information processing and decision making. Other essential leadership skills: problem solving, brainstorming, nominal group processing, and criteria weighing. Teamwork means using diversity, so we explore work styles and individual differences. Leaders can find WIN/WIN solutions for managing conflict, and therefore we explore active listening, consensus-building and negotiation.



Agenda:

Group Problem Solving/Decision Making: “The Cruise from Hell” Experience
How decisions get made in teams and groups
Building Consensus: The Abilene Paradox (“Going along to get along”)
Teams, Teamwork and Decisions
Recognizing Individual Differences: Four Corners Exercise
Delegation (versus “dumping”)



Module Four: Encouraging the Heart (3 hours)

Supporting one’s team requires leaders to use four situational leadership styles (i.e.; directing, coaching, supporting, delegating) with teammates at different stages of their development. Understanding the connection between expectations and performance is crucial for any leader who wants excellence from the work group. Different things motivate different workers, but some common assumptions (the “motivational value” of pay raises) can be misleading. Effective leaders understand the “mainsprings of motivation.” It’s hard to find incentives for professionals in public services agencies today, but creative leaders find strategies for “Making Heroes!”

Agenda:

Situational Leadership: Theory X and Theory Y (MacGregor); Commitment and Competence; Directing, Coaching, Supporting and Delegating; Video Case Study
Motivation: Leading Through Empowerment; Mainsprings of Motivation (Herzberg)
Making Heroes: Creative Incentives & Coaching for Improved Performance (Fournies)

Module Five: Improving Performance (“walking the talk”) (3 hours)

Message: Before we turn you loose, we want to help you clarify your leadership values and life mission, and explore how your personal mission affects your leadership performance within the organization. Since too often we assume there’s no time to do things “right,” we discuss concepts and approaches for effective workload and time management, and help you develop a personal action plan and goals for improving your time and workload management practices. You will develop a personal action plan and measures of success in five areas of leadership performance.

Agenda:

Personal Vision-Setting Exercise
Guiding principles for leading by example
Am I in this job to do something, or am I in this job for something to do?
Leadership Practices Self-Assessment: Finding our Areas of Excellence
Quadrant II Time Management (Covey)
Action Plan Development: Self-Improvement
Closing: “Going Public!” and Finding a Mentor

