

The High Impact Leader

Workshop Overview

The High Impact Leader workshop intends to provide leaders with the fundamental knowledge and skills needed to effectively perform in their roles. It is designed to support the leader in creating a work environment that enhances productivity, teamwork, and the achievement of business results. Using a highly interactive, experiential-based approach, the workshop focuses on providing powerful skills and tools that can be easily transferred from the classroom to the work environment. Through facilitator-guided discussion, skill practice exercises, and individual introspection, workshop participants will discover how they can become high-impact leaders right from the start!



To the person who does not know where he wants to go there is no favorable wind.
-Lucius Annaeus Seneca, Roman philosopher; counselor to Nero

Workshop Objectives

At the end of this workshop, participants will:

- Gain new insights about the transition from individual contributor/expert to leader.
- Manage time more effectively, utilizing principles and practices of self-management.
- Reflect a continuous improvement approach to managing work processes.
- Create effective ‘connections’ with others via versatility in communication style.
- Build relationships and rapport with colleagues in and outside of their immediate work location.
- Establish a network with other leaders as a foundation for continually developing their leadership skills.
- Project a professional ‘leader’ image in the workplace.
- Interpret his/her leader strengths and weaknesses as identified in his/her leadership assessment results.
- Illustrate knowledge of workshop concepts through creating an action plan to apply what was learned.

Detailed Workshop Description

Day 1	High Level Description and Objectives
<p>Workshop Introduction</p> <ul style="list-style-type: none"> • Intros • Agenda/Objectives • Expectations • Group Agreements • Introductory Exercise: Alpha Beta 	<p><i>After the workshop introduction participants will be immediately immersed in an exercise highlighting the many challenges faced by leaders. Exercise debrief will serve as the springboard for the learning experience participants will engage in over the next 2 days.</i></p>
<p>Mod 1 Exploring the Manager/Leader Role</p> <ul style="list-style-type: none"> • Making the Transition <ul style="list-style-type: none"> – EXERCISE: Making the Transition – Realizing Accomplishments in a New Way <ul style="list-style-type: none"> ○ Managing the Work vs. Doing the Work – Interacting with Others in a New Way <ul style="list-style-type: none"> ○ Inheriting a Staff ○ Managing Former Co-Workers ○ EXERCISE: Best Practices • The “Power” of the Manager <ul style="list-style-type: none"> – Creating the Environment – EXERCISE: Positive Power • The Broad Perspective <ul style="list-style-type: none"> – Managing the Work: <i>It’s About Results!</i> – Managing the People: <i>It’s About Productivity!</i> – Leading the Effort: <i>Now, It’s About You!</i> • Management Skills Inventory: My Strengths and Opportunities 	<p><i>This module begins with discussion about the transition from individual contributor to manager/leader, and what that means in terms of the approach to the role of the leader. One key difference is in recognizing the special ‘power’ a manager/leader has in creating the environment among a team. Participants will explore that power, and recognize the importance of ensuring a positive, stimulating, respectful place for employees to work. At the end of this module, participants will be encouraged to think more deeply about their individual strengths and opportunities by completing a management skills inventory.</i></p> <p>By the end of this module, participants will:</p> <ul style="list-style-type: none"> ▪ Recognize the differences in the leader and the individual contributor roles. ▪ Appreciate the impact the leader has on creating the environment among a work team. ▪ Identify effective ways to exert the ‘power of the leader’ to create and sustain a positive environment among their team. ▪ Have a clear and honest self-assessment of individual management strengths and opportunities.
<p>Mod 2 Time Management Essentials</p> <ul style="list-style-type: none"> • The “Eff” Words: <i>Efficiency and Effectiveness</i> • Balancing Urgency and Importance EXERCISE: Are You an Urgency ‘Addict’? • The Time/Self-Management Matrix EXERCISE: Where Are You Spending Your Time? • Increasing Your Efficiency and Effectiveness EXERCISE: Negotiating Priorities Role Play TOOL: Time/Self Management Toolkit 	<p><i>In this module participant explore the principles of professional and personal efficiency and effectiveness by first identifying those activities that yield the greatest results (‘important’ activities), and then organizing, prioritizing, and executing around those activities leading to results. Participants assess where they are currently focusing their time using the “Time/Self-Management Matrix” and plan to make changes as necessary.</i></p> <p>By the end of this module, participants will:</p> <ul style="list-style-type: none"> ▪ Examine the importance of working both efficiently <i>and</i> effectively. ▪ Distinguish between urgent and important activities. ▪ Use the “self-management matrix” tool to determine how they currently use their time, and how they will use their time forward going. ▪ Negotiate, organize, and execute around priorities.

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<p>Mod 3 Managing Processes</p> <ul style="list-style-type: none"> • Managing and Improving Process that Work! EXERCISE: The Tennis Ball Exercise <ul style="list-style-type: none"> – A Continuous Improvement Mindset – Engaging the Team 	<p><i>This module looks at managing processes to ensure a continuous improvement mindset--and to demonstrate that performance and results are often impacted by effectiveness of the process—not necessarily the people. This understanding helps the leader work with the team to manage and improve processes, thereby setting up people to succeed!</i></p> <p>By the end of this module, participants will:</p> <ul style="list-style-type: none"> ▪ Have the ability to review work processes that add value and eliminate roadblocks to getting work done. ▪ Effectively engage and support team members to improve work processes.
<p>Mod 4 Managing Difficult Situations</p> <ul style="list-style-type: none"> • Conflict Management Essentials <ul style="list-style-type: none"> – Conflict Management Styles EXERCISE: A Look at Your Style – A Problem-Solving Approach to Resolving Conflict EXERCISE: Role Play – Resolving a Conflict • Special Difficult Situations <ul style="list-style-type: none"> – Avoiding Perceived Favoritism – Addressing Poor Work Habits – When Disciplinary Action is Necessary 	<p><i>This module explores a special leadership challenge: managing difficult situations. Every day, managers are faced with differences in opinions, values, needs, expectations, and styles. Each of these has the potential for raising conflict. Successful managers understand that developing conflict management skills is critical to achieving results. Participants first recognize that conflict is a natural consequence of people working together. The key is to acknowledge and then manage through that conflict. Other difficult situations involve confronting behavior or performance problems. It can be uncomfortable addressing these situations...new managers and leaders might even be tempted to avoid addressing them altogether. But when armed with the skills to effectively maneuver through, these difficult situations can yield positive results!</i></p> <p>By the end of this module, participants will:</p> <ul style="list-style-type: none"> ▪ Select from the various conflict management approaches to effectively manage conflict. ▪ Build credibility and respect by treating employees equally. ▪ Provide corrective feedback to employees exhibiting poor work habits. ▪ Utilize disciplinary action to correct a problem and prepare for satisfactory performance in the future.
<p>Day 2 High Level Description and Objectives</p>	
<p>Mod 5 High Impact Communication: What You Say Is What You Get! EXERCISE: It Drives Me Crazy When...</p> <ul style="list-style-type: none"> • Exploring Interpersonal/Communication Styles • What's Your Style? Your Interpersonal Styles Profile EXERCISE: Helping Others Understand My Style • Increasing Your Versatility EXERCISE: Understanding and Appreciating Others' Styles 	<p><i>This module is built on the belief that leaders can improve their working relationships with others by paying attention to communication styles. Through a self-assessment, participants learn more about themselves as they explore 4 different communication styles: analytical, amiable, expressive and driver. They will understand the characteristics of each style—both the positives and the 'liabilities.' Finally, participants learn that the most effective communicators are 'versatile' in that they can relate to all four of the styles—and understand the benefit in doing so!</i></p> <p>By the end of this module, participants will:</p> <ul style="list-style-type: none"> ▪ Understand and appreciate the four communication styles. ▪ Understand their preferred communication styles and its effect on those with different styles.

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	<ul style="list-style-type: none"> ▪ Recognize the strengths and contributions of other people’s styles. ▪ Identify and plan for strategies to incorporate more versatility into their interactions with others in order to positively impact those relationships.
<p>Mod 6 Building Relationships for Positive Results: Rapport, Trust and Emotional Intelligence</p> <ul style="list-style-type: none"> • Establishing Rapport with People Across the Company • Building Your Internal Network—It Starts Right Here! • Dealing with Difficult Personality Types 	<p><i>In this module, participants will pause and spend some focused time looking at the importance of building strong relationships across their respective organizations. Ideas and challenges related to building trust and rapport with colleagues will be explored, including working with more ‘difficult’ personalities.</i></p> <p>By the end of this module, participants will:</p> <ul style="list-style-type: none"> ▪ Recognize the benefits of building positive relationships with colleagues. ▪ Outline the importance and benefits of internal networking in an organization. ▪ Use techniques for successfully dealing with difficult people.
<p>Mod 7 Business Etiquette Basics: The Rules of the Road for Today’s Business World</p> <p>EXERCISE: What’s Their Story?</p> <ul style="list-style-type: none"> • Creating a Professional Image--Appearance Counts • Written Communication that Sends the Right Message! • The Challenges of Email Etiquette • Demonstrating Business Meeting Etiquette 	<p><i>You’ve heard it a thousand times, “You never get a second chance to make a first impression.” And for the most part, that’s true in the business world. How a leader presents him/herself is a significant factor in creating personal image. Professional presence—the way one come across to others—is created by the way that person presents themselves physically (i.e. dress, grooming), orally, and in writing—and in how they ‘flex’ their image in different settings. This module helps participants ensure that their image—the impression they create for others—is “perfectly polished!”</i></p> <p>By the end of this module, participants will:</p> <ul style="list-style-type: none"> ▪ Appreciate the importance of paying attention to their professional image. ▪ Create written communications that project a professional image. ▪ Conduct professional business meetings.
<p>Workshop Close</p> <ul style="list-style-type: none"> • Summarizing Key Learnings • Encouraging Action <ul style="list-style-type: none"> – Start, Stop and Continue – A Personal Action Plan • Reviewing Expectations • Revisiting the Management Skill Inventory • Getting Your Feedback • Celebrating! 	<p><i>Participant will come to an effective close to the workshop by giving them to reflect on what they have learned and how they will apply it. They will also have an opportunity to revisit the Management Skill Inventory completed at the outset of the workshop to get a sense for where they have begun to close any gaps they might have identified for themselves. After debriefing and evaluating their learning experience, participants will celebrate their efforts to become a stronger, more effective leader!</i></p>