

## **CORPORATE AND CONTINUING EDUCATION**

# **FOUNDATIONS OF LEADERSHIP**

### **Module One - Introduction to Supervision – The Role of a Leader**

Being an effective people leader goes beyond having the technical knowledge to get work done. The role of the leader involves establishing effective working relationships that engage team members and spark high performance. Designed for new leaders, this course explores the roles of a supervisor and emphasizes the importance of strong interpersonal skills.

#### Learning Objectives

Participants will:

- Identify the various roles, responsibilities and challenges of being a supervisor
- Explore the differences between management and leadership
- Discover how leaders spark action in others by spreading enthusiasm, inspiring confidence and demonstrating integrity
- Assess their proficiency in three critical areas of leadership
- Explore interaction skills to enhance communication with team members
- Discover the importance of setting high expectations and providing feedback

### **Module Two - Communicating for Results**

A leader's effectiveness stands or falls on his or her ability to communicate. During most hours of the work day, leaders are involved in communicating with others – giving information, explaining a process, persuading someone to do something, listening to what others have to say. Unfortunately, the communication process involves many barriers to understanding. This course helps leaders gain skills to overcome barriers by learning to use feedback and active listening skills.

#### Learning Objectives

Participants will:

- Describe the communication process and the importance of feedback
- Construct messages that are clear, concise and focused on the other person
- Explore nonverbal factors that reinforce or detract from the intent of a message
- Identify the barriers that cause communication breakdowns
- Examine listening habits and explore the benefits of being a good listener
- Acquire a set of active listening skills to increase understanding and improve results

### **Module Three – Setting Goals and Defining Performance Expectations**

Achieving high performance requires aligning individual efforts with organizational goals. Supervisors must have the ability to work with team members to set clear and measurable expectations and standards of performance. This course helps leaders understand the process of setting and tracking performance expectations in a way that motivates employees and helps maintain a daily focus on measurable outcomes.

#### Learning Objectives

Participants will:

- Explore a successful process for setting team goals
- Set goals that are SMART
- Define performance standards and action plans
- Create measurable performance standards and outcomes
- Identify performance gaps and set realistic expectations
- Develop a plan to effectively evaluate performance

#### **Module Four - Motivating to Excel**

Motivation is a key word often used to describe job satisfaction and productivity. While there are many factors that influence motivation, it is important for supervisors to understand the competencies that contribute to a motivating environment. This course helps supervisors apply basic motivational theory to engage workers and bring out the best performance of their teams.

#### Learning Objectives

Participants will:

- Explore basic motivation theory and how it relates to workplace behavior
- Describe the competencies needed to foster a motivating work environment
- Identify formal and informal ways to reinforce positive performance
- Develop strategies for effective employee recognition

#### **Module Five – Coaching for High Performance**

Coaching is an integral part of the leader's job. Whether training a new employee or delegating a new assignment, supervisors must be prepared to coach for success. With effective coaching skills, leaders can expand their team's capabilities and reduce time spent correcting problems and poor performance. This course provides team leaders with a framework for coaching that encourages involvement and increases commitment.

#### Learning Objectives

Participants will:

- Identify three types of coaching opportunities
- Explore the benefits of proactive coaching
- Identify the steps in effective delegation
- Provide feedback that encourages ownership and accountability
- Practice leading a coaching discussion

#### **Module Six – Coaching for Improved Performance**

Poor work habits and chronic performance issues can hurt a team's productivity and morale. To prevent these situations from dragging down the team, supervisors must have the ability to address performance issues and impose consequences. This course prepares leaders to take appropriate actions to deal with performance issues in a respectful manner that minimizes the negative impact on the team.

#### Learning Objectives

Participants will:

- Distinguish between coaching for improvement and managing poor performance
- Recognize the importance of gathering proper documentation
- Learn strategies to deal with emotional reactions when discussing performance problems
- Conduct performance discussions that communicate clear expectations and consequences

#### **Module 7 – Resolving Conflict**

Conflict is an inevitable part of the workplace. Competing goals, priorities, resources, and approaches can lead to disruptive situations. When conflict is managed effectively, it can provide opportunities for learning and growth. Because the people involved in conflict are often unwilling to solve the problem themselves, the leader's role in resolving conflict is crucial to the team. This course helps team leaders spot conflict and respond to it quickly and effectively.

#### Learning Objectives

Participants will:

- Recognize the warning signs and costs of workplace conflict
- Discover the positive aspects of conflict
- Explore five conflict management strategies
- Learn a process to move from conflict to collaboration
- Practice leading a discussion to resolve a conflict situation