



LEADERSHIP EDGE TRAINING MODULES

The Employers Edge offers a customized approach to leadership coaching, and management training. Our 19 modules can be used in a 90-minute one-on-one coaching session, as well as a 2, 4, or 8 hour group coaching/training sessions.

Kickoff Leadership Edge

- Characteristics of Good and Bad Bosses
- What it takes to be a Motivational Leader
- Influencing Behavior and Productivity
- Understanding the Personal ProfileXT Evaluation – Areas of Strengths and Areas to Improve as a Manager and Leader

Managers and leaders will:

- “Buy in” to the development program recognizing that training should result in behavior change and that they are responsible for implementing at least one change after every session.
- Learn about their natural strengths and weaknesses as a manager compared to the rest of America’s working population.

The Responsibility of a Leader

- The Responsible Leader
- The 21st Century Worker
- New Roles For The Manager
- Effective Leaders Are Good Followers
- Leadership Self-Assessment

Managers and leaders will learn:

- To recognize their responsibility for the performance of their team and begin to develop goals for performance improvement
- The specific managerial skills they are missing and what skills need to be developed.
- The various expected roles a manager must perform to do his/her job well.
- Begin to address specific people problems.
- How to recognize “blaming behaviors”.

Planning For Success

- Determining Direction
- Creating Vision, Mission, Goals, and Objectives
- Analyzing Goals
- Developing Plans to Accomplish Goals
- Improving Planning Skills
- Developing Systems and Processes

Managers and leaders will learn:

- What are their specific department/divisions strengths and weaknesses.
- How to conduct a strategic planning session with their department.
- How to write 4 different types of performance goals and objectives.
- How to create a goal/project plan and have completed one.
- Identified their personal priorities and high pay-off activities.

Managing Tasks and Responsibilities

- The Power of Priorities
- Managing your time
- Time robbers – dealing with time wasters
- Overcoming procrastination

Managers and leaders will learn:

- How to recognize time wasters.
- How to deal with interruptions.
- How to avoid procrastination.
- How to “group” activities and communication to maximize time.
- Identify their high and low payoff activities and begin to manage time more wisely.



The Art of Delegation

- Developing Delegation Skills
- If You Want Something Done Right...
- Why Leaders Fail To Delegate
- When To Delegate
- How To Delegate
- Levels of Delegation

Managers and leaders will learn:

- How to recognize self-imposed barriers to delegation.
- What specific types of tasks or projects to delegate.
- When and who to delegate.
- How to delegate by developing a delegation plan around a specific job task or responsibility.

2 hour module only

Understanding Human Behavior (Motivating People – Part One)

- Self Image And Success
- Understanding Motivational Needs
- Employee Requirements And Motivation
- Understanding Personality Differences
- Understanding Differences In Values

Managers and leaders will learn:

- What causes employees to perform better than most.
- The differences in their personalities and their employees and how to flex their communication and management style to the needs of their staff.
- Their personal management values and how to development behavioral expectation accordingly.

Communicating For Results

- What is Effective Communication
- The Problem with Communication
- Communication Blockers
- The Communication Process
- Communication Methods and Strategy
- Listening to Others
- Fostering Open Communication

Managers and leaders will learn:

- Various methods for communicating in the workplace.
- Pick and implement a strategy for fixing their top three communication problems that exist in their department or organization.
- How people communicate through body language.
- How to listen so that employees feel heard.
- What blocks effective communication and how to fix it.

Motivating People (Part Two)

- Motivation In Sports
- Understanding And Enhancing Motivation
- If You Can't Measure It, You Can't Manage it
- Communication and Feedback
- Identifying De-Motivation
- Rewards and Recognition

Managers and leaders will learn:

- What managers can do to better motivate their team.
- How to give specific praise and positive feedback.
- How to understand the different motivational styles of their team members.
- To develop a "motivational plan" for each direct report recognizing their individual goals and "needs".



Coaching for Improvement

- Influence Versus Authority
- Addressing Employee Performance Problems
- The Difference Between Coaching And Counseling
- Coaching And Performance Reviews
- Knowing What To Evaluate And Measure

Managers and leaders will learn:

- Why employees may have difficulty meeting performance expectations.
- How to address poor employee performance and behavior (The 5 step formula).
- What performance to evaluate and when.
- How to write a performance improvement plan and deliver it through coaching.
- How to identify whether an employee needs more training or whether they have a “job fit” problem.
- When it is acceptable to fire an employee.
- What questions motivate and develop employees and which ones de-motivate.

Coaching for Excellence

- Coaching and Mentoring Defined
- The Seven Coaching Hats
- Coaching Keys
- Using Assessments in your Coaching
- Creating Development Plans

Managers and leaders will learn:

- How to understand their natural coaching characteristics, and identify opportunities for improvement.
- How to use questioning and “reframing” techniques in their coaching conversations in order to get results with coachees.
- How to use the ProfileXT and 360 assessment tools to help coachees identify and “own” their developmental opportunities.
- How to create a development plan for coachees.

Successful Interviewing and Selection

- Staffing Effectively
- Preparation
- Interviewing
- Evaluation
- Keeping Hiring Legal

Managers and leaders will learn:

- How to create competencies needed for specific job positions.
- How to create behavioral-related interview questions for a current opening or high turnover positions.
- How to conduct interviews
- Which questions will open up a company’s risk for legal action.
- How to rate and select candidates based on past, present, and future predictors.

Writing and Delivering Performance Appraisals

- What is a Performance Appraisal?
- Why do we Appraise Performance?
- Communicating Expectations
- Observe and Document Performance
- Coaching and Feedback
- Writing the Appraisal
- Delivering the Appraisal
- Best Practices

Managers and leaders will learn:

- How to analyze and document performance through the year
- How to understand the different values and behavioral expectations that exist between managers and their employees.
- How to communicate behavioral expectations to staff.
- How to write and deliver performance appraisals that get employees talking.
- How to hold employees accountable for specific improvement.
- How to create annual performance goals.



Developing Your Staff

- Creating a Learning Organization
- Principles of Employee Training and Development
- Grooming Employees for Advancement
- Identifying Training and Development Needs
- Training for Results
- Efficient Procedures

Managers and leaders will learn:

- How to understand the competency-job analysis process.
- How to analyze the specific jobs of their direct reports.
- Create Job Descriptions.
- Identify training needs and create a training/development plan for their people.
- Determine what methods are best for training their people.

Managing Change

- Defining Change
- Barriers to Change
- Leading Change – Taking Responsibility
- The Change Management Process
- Responding to Change – Similar to Grieving

Managers will learn:

- How to recognize their own willingness to change.
- Why people resist change.
- Strategies for dealing with and leading change.
- How to introduce change to employees so that it is motivating.
- How to recognize the changes happening in the workplace today, and how to plan for it.
- Recognize which “change leadership style” to use for the appropriate change needed.

Developing Performance Measurements

- Why Measure Performance
- The Measurement Process
- Overcoming Obstacles to Measurements
- Implementing Performance Measurements

Managers and leaders will learn:

- How to use the 6 critical elements to development performance measurements.
- Develop departmental and employee measurements to create workforce motivation and goals.
- How to create a performance implementation plan following the 5 step process.
- Ways to get employees excited about measuring results.
- Visual tools for measuring results.

(2 hour module only)

Effective Meetings

- Why Meetings have a bad Reputation
- What Makes a Good Meeting
- Meeting Tips
- Meeting Types
- Meeting Facilitation
- Evaluating your Meetings

Managers and leaders will learn:

- When to have meetings and why.
- How to conduct meetings.
- How to set a positive tone in meetings.
- How and when to ask specific questions.
- How to deal with unwanted meeting behavior.

(2 hour module only)



Problem Solving and Decision Making

- Problems, What Problems?
- Understanding the Problem
- Gathering Information
- Developing Potential Solutions
- Making Sound Decisions
- Decision Making Levels and Styles
- Barriers to Decision Making
- When you have to Decide Now!
- Implementing Solutions
- Following Up & Learning From Experience

Managers and teams will learn:

- To address specific problems keeping them from departmental or organizational success
- To use the problem solving/decision making format taught in class, and begin solving problems individually as well as with their team.

(one-on-one coaching or team problem solving module only)

Personal Leadership and Life Planning

- What is Personal Leadership
- Your self-Image
- Understanding Your Personal Values
- How Dreams & Desires Affect Your Goals
- Choices, Rewards, and Consequences
- Creating Positive Personal Change
- Your Personal Plan of Action

Managers and leaders will learn:

- How they are perceived as a personal leader and the impact it has on their influence.
- How to improve their self-esteem.
- How to understand their personal values and make decisions accordingly.
- How to create a life plan and begin implementing it.
- How to accomplish their goals.

(one-on-one coaching module only)

Developing Trust & Respect

- Causes of Trust or Distrust
- Identifying and Communicating Values
- Four Types of False Respect
- Strategies for Building Trust and Respect
- Apology and Forgiveness
- Communicating Honestly and Directly
- Gaining Credibility

Managers and leaders will learn:

- The basis for all successful behaviors of building trust, credibility and respect with others both in the workplace and in personal relationships.
- How to identify conflict situations that have caused others to mis-trust.
- How to avoid using the 4 types of false respect that damages relationships and productivity.