

# Leading Change

*The Leading Change program is a unique, leadership development workshop that integrates and incorporates the results of recent scientific research on the competencies that distinguish superior leaders from average leaders.*

In the dynamic and changing business environment of today, getting results requires leadership through "orchestration," rather than through direct application of authority. It also requires cutting across organizational lines to influence, and gain the support of peers and higher management in order to accomplish a task or complete a project. This three-day workshop improves the ability of managers to do both.

## **The Program**

### **Management and Leadership in Today's**

**Organizations:** A review of the research... requirement for first-level and middle-level managers... leadership at the breakpoint... using power and influence.

**A Model of Effective Job Performance:** The relationship between the requirements of the job, the organization's climate and individual manager's competence.

**Leadership Competencies:** A review of the nineteen competencies in the leadership, interpersonal, decisional and intrapersonal clusters... which competencies are needed for superior job performance... the difference between motives, traits, self-image, social role and skills... self-assessment of participant's own competencies.

### **Creating a Motivational and Innovative**

**Organizational Climate:** What is organizational climate... why is it important to management... the six significant climate factors... the organizational climate system... analyzing the climate of each participant's organization... creating a climate to stimulate innovation.

**The Manager and Motivation:** The three social motives and the behavior of each in management... increasing motivation.

**Skillful Use of Influence:** The competencies of "concern for impact" and "use of socialized power"... the sources of power and influence... examples of effective use of socialized power... influence thinking... influence styles and strategies... a videotaped exercise to give participants an opportunity to practice

and improve their influence skills and receive feedback on their effectiveness.

**Utilizing Group Resources:** The competency of managing group processes"... how to make a group more productive... the various functions performed in effective groups... research on group effectiveness... procedural issues... the keys to shorter and more productive meetings ... a group problem solving exercise to provide practice in group skills... reviewing a videotape of the session to allow participants to assess their strengths and weaknesses.

**Innovative Problem Solving:** Exploring and practicing the latest applications of research in group problem solving... brainstorming, ideal generation and problem restatements.

**Managing Conflicts and Differences:** A process of resolving conflicts and differences between individuals and departments... instrumented feedback on each participant's style for resolving differences... practicing new styles.

**Developing Others:** The manager as coach and consultant... discussing and managing performance... essentials of giving and receiving feedback... practicing the skills involved in coaching and reviewing progress and performance.

### **Developing the Positive-Regard Competency:**

Understanding the pygmalion effect... overcoming each person's mental roadblocks to change... writing affirmations.

**Feedback and Self-Assessment:** Participants receive guidance on preparing feedback, then give and receive feedback in small groups... also, re-assess their own competency strengths and areas that need further development.

**Application Planning:** The relationship between goal setting, affirmations and success... utilizing limited time and resources... creating an action plan for back-home application of learnings.

## Participants Will Learn

- The significance of nineteen distinct leadership competencies, and gain insight into their own ability to execute each of the competencies.
- To apply a six-factor model of organizational effectiveness.
- How to increase motivation and apply four key motivation principles to improve the performance of their organization.
- To constructively use seven different sources of power and influence to get results in an organization.
- How to bring conflicting individuals or groups to a resolution by building or using coalitions.
- Fifteen strategies for influencing subordinates, peers and superiors.
- About the creative forces that exist in groups and how to channel these forces more effectively.
- How to build team work and manage meetings to produce higher quality decisions.
- To perform eleven key functions that are necessary for group effectiveness.
- A three-step process for group problem solving.
- Nine ways to generate new ideas.
- A four-step process for resolving differences, and nine different approaches and styles for resolving differences.
- How to use an eight-step process to give performance feedback to subordinates for coaching and progress reviews.

## Special Features

This is a highly interactive workshop in which each participant assesses his or her own strengths and development needs, with the help of confidential feedback from the staff and other participants in small group settings. Participants practice competencies in videotaped small group exercises and role plays which are reviewed to identify the progress made and the areas requiring further development.

## Who Should Attend

Line and staff managers at all levels will benefit from this workshop. It will be particularly valuable for middle-level managers, project or program managers, team leaders and for people who must gain support that cuts across organizational lines in order to accomplish a task.