

Leadership Development Process™

Presented by:

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The Leadership Development Process™

“... although we've sometimes referred to leadership development "programs" in these pages, in fact what many organizations need aren't just one-time programs but a process built as a holistic system that permeates every layer of the organization.”

Daniel Goleman, Richard Boyatzis and Annie McKee
Primal Leadership

Leaders of organizations around the world continue to fail in one of their primary responsibilities – to create a *high performance* work environment; an environment where all employees are engaged and performing at their best every day. The Gallup Organization's ongoing research on employee engagement confirms that the millions of dollars being spent every year on leadership development is having virtually no impact on increasing the engagement of the American workforce.

Why Most Leadership Training Doesn't Work

Everyone knows that you can't turn someone into a leader as a result of a single training event. It takes time for someone to learn to be a leader. Despite this *common sense*, most management and leadership training is an *event*... a two to five day *event* with little or no reinforcement or follow-up coaching. In most cases, there is also no *accountability*. It is entirely up to the participant whether they use what they have learned, or not!

Managers often ask the question: “Why doesn't everyone just do what they're told?” And they have a point. People are employed to do a job... why don't they just get on and do it? The reality is that people are not robots... they have *feelings* and *needs*. Whether the leader's role should have such a huge impact on employee engagement is not the point – *it does!* So if you are serious about creating a *high performance* workplace, you need to get serious about ensuring that every leader in your organization has the skills and the tools they need to create that work environment.

Why Integro's Leadership Development Process Works

To quote from the authors of Primal Leadership again:

“Strong leadership development processes are focused on emotional and intellectual learning, where people engage in structured activity that they can use to examine their own and others' behavior. Exemplary processes are multifaceted, using a bold mixture of learning techniques; they are conducted over a period of time; and they take the culture head on.”

Integro's process takes the culture head on. Since leadership behavior has a significant role in shaping the organization's culture, it is our view that leadership development that does not have an impact on the culture is a waste of time and money.

There are several key features we have built into the **Leadership Development Process™** to ensure not only that leaders develop the skills they need, but that they also achieve the desired outcomes – increased employee engagement, commitment and performance.

1. **It is a process not an event.** The **Leadership Development Process™** consists of two phases which include five modules, designed to be run over 18 months to two years.

2. **The appropriate use of learning instruments.** In addition to Integro's 360-degree Leadership Development Assessment, we have used learning instruments developed by Inscape Publishing Inc to provide leaders with feedback about different aspects of their behavior. Each new layer of *self-awareness* contributes to an ongoing increase in *emotional intelligence*.
3. **Application in the workplace is required.** After each module, there are specific application assignments the leaders complete with their teams. The focus is of these assignments is on the employee... increasing their engagement and commitment, and turning them into *high performance teams*.
4. **One-on-one coaching.** Follow-up coaching for each leader is provided after each module, with a focus on supporting leaders in achieving their own personal development goals, as well as with their application with their teams.
5. **The Leader's Journal.** After each module leaders receive a journal that outlines their individual and team action steps and provides the opportunity for them to document progress made for debriefing in their one-on-one coaching sessions and with their cohorts at the next module.

The **Leadership Development Process™** helps leaders understand that they are accountable for the environment they create, and whether that environment is based on trust, or a lack of it. The process provides them with the knowledge, skills, and tools they need to create a work environment based on trust and personal responsibility... a place where people want to, and can be, accountable for their performance.

The Leadership Development Assessment™

Integro's **Leadership Development Assessment™** is a 52 item, 360 degree measurement of the competencies that **The Leadership Development Process™** addresses, thereby providing the opportunity to assess the development needs of each manager both pre and post training.

As the term suggests, "360 degree" profiling is designed to give an all-round view of the manager's performance. Where possible, views are sought from the manager being assessed, their manager, four to six peers, four to six direct reports and if required, four to six "internal customers".

The purpose of using this tool is to provide leaders with objective feedback on how they are perceived in each of three key areas of competence:

1. **Self-Management:** competencies related to self-awareness and the ability to manage their emotions and their behavior.
2. **Managing the Environment:** competencies relates to the leader's awareness of the impact their behavior has on others and the environment, and their ability to adapt to deal with different people differently.
3. **Building Trust:** competencies that measure the leader's trust building behavior.

The overall emphasis is on identifying and developing strengths, while being aware of potential limitations that need to be monitored to ensure they don't negatively impact performance.

The Leadership Development Process™ Outline

Phase One – Capitalize on Employee Talent

Benefits	Module One: Building Trust – 2 Days Content
<p>The Leadership Development Assessment™</p> <p>A 52-item 360-degree questionnaire that measures each manager’s competence in all areas covered by The Leadership Development Process™. It is re-administered near the completion of the process.</p>	<p>Internet Based Processing & Reporting</p> <ul style="list-style-type: none"> • 15 to 20 minutes to complete. • Each manager completes a self-assessment of his or her own competencies. • The manager’s manager, four to six peers and four to six direct reports also complete an assessment of the manager.
<p>DAY ONE</p> <ul style="list-style-type: none"> • Leaders learn how to create an environment where employees want to and can perform at their best. • Leaders get feedback about their behavioral style from the DiSC Model and their impact on others through the 360-degree assessment. • Leaders learn <i>emotional competencies</i> of <i>Self-Awareness, Self-Management, Social Awareness</i> and <i>Relationship Management</i>. • Leaders learn four key <i>People Skills</i>: <ul style="list-style-type: none"> ○ <i>Build Trust</i> ○ <i>Solve Problems</i> ○ <i>Facilitate Change</i> ○ <i>Satisfy Needs</i> 	<p>The Impact of Behavior</p> <ul style="list-style-type: none"> • Managing the <i>environment</i> <u>not</u> people. Understanding the impact of behavior on the environment. • Personal Responsibility... how to get employees to take ownership of their own performance. • Emotional Intelligence... developing the <i>Personal</i> and <i>Interpersonal Competencies</i> essential for success. • The <i>Elements of Trust™</i> - four behaviors that are essential to building trust. • Debriefing the DiSC® Indra Profile software reports. • Debriefing the results of the Leadership Development Assessment™. • <i>Behavioral Adaptability</i>... learning to adapt behavior to create a work environment where employees are more engaged.
<p>DAY TWO</p> <ul style="list-style-type: none"> • Leaders identify their own <i>expectations</i> and the impact they have on the environment they create. • Leaders learn how to coach their employees to take responsibility for their own expectations. • Leaders learn to increase their own behavioral adaptability. 	<p>Increasing Impact</p> <ul style="list-style-type: none"> • Understanding the impact that employee <i>expectations</i> have on <i>performance, commitment</i> and <i>job satisfaction</i>. • Using the Work Expectations Profile™ to measure the leader’s and employee’s expectations, and whether they are <u>met</u> or <u>not met</u>. • Using the <i>Expectations Profile</i> to improve communication between managers and employees and to increase trust. • Developing Action Plans for creating a <i>work environment</i> that will <i>bring out the best</i> in the team.

Follow-up Application

- Take all team members through the **Work Expectations Profile**.
 - Use process provided to clarify employee expectations and respond appropriately.
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Phase One – Capitalize on Employee Talent *Continued...*

Benefits	Module Two: Coaching and Counseling Skills – 2 Days Content
<p>DAY ONE</p> <ul style="list-style-type: none"> • Leaders learn the skills necessary for turning ordinary people into talented performers. • Leaders learn to develop higher levels of <i>trust</i>... a key ingredient for increased employee commitment. • Leaders learn to increase their communication skills by developing greater <i>listening adaptability</i>. • Leaders learn to give feedback constructively and to be more receptive to feedback from employees. 	<p>People Skills</p> <ul style="list-style-type: none"> • The manager’s role as a <i>Mentor</i>. • Understanding the key skills of a <i>mentor</i>... <i>giving and receiving feedback, coaching and counseling</i>. • The relationship between <i>Trust</i> and the DiSC® Model... building trust with people who are different from you. • Giving and receiving feedback... key skills for coaching and counseling. • The need for adaptability in communication and listening... completion of the Personal Listening Profile® • Practice listening adaptability.
<p>DAY TWO</p> <ul style="list-style-type: none"> • Leaders learn the listening skills necessary for effective <i>counseling</i> and <i>coaching</i>. • Leaders improve their skills in <i>People Problem Solving</i> and <i>Facilitating Change</i> • Leaders prepare a real life case study for coaching a team member to improve performance. 	<p>Coaching and Counseling</p> <ul style="list-style-type: none"> • The key to effective counseling... getting <i>agreement</i> that there is a need to improve performance, and a <i>commitment</i> to act. • Identifying the <i>listening approaches</i> needed in <i>coaching</i> and <i>counseling</i>. • <i>Facilitating Change</i>... helping employees to see change as an <i>opportunity</i> <u>not</u> a <i>threat</i>. • Preparation for implementation at work... using the Mentoring Action Planner™ with each team member.
<p>Follow-up Application</p>	<ul style="list-style-type: none"> • Take team members through the DISC® Profile to improve communication and trust in the team. • Complete the Mentoring Action Planner™ with each team member to improve relationships and results.

Phase One – Capitalize on Employee Talent *Continued...*

Benefits	Module Three: Increasing Engagement & Commitment – 2 Days Content
<p>DAY ONE</p> <ul style="list-style-type: none"> • Leaders learn how to identify factors that affect the engagement levels of each employee. • Leaders gain increased knowledge about people who are different. • Leaders learn to use the <i>diversity process</i> for improving relationships with people who are different. 	<p>Engagement and Performance</p> <ul style="list-style-type: none"> • Understanding the factors that impact on a leader’s ability to deal with people who are different. • Feedback on the Discovering Diversity Profile® taken prior to this session. • Understanding profile results and identifying areas for improvement. • Identifying personal beliefs that can be barriers to accepting people who are different. • Separating <i>fact</i> from <i>fiction</i>... how much do you know about people who are different? Can you separate <i>stereotypes</i> from <i>facts</i>? • Developing the <i>Knowledge, Understanding, and Acceptance</i> for dealing with differences in the team.
<p>DAY TWO</p> <ul style="list-style-type: none"> • Leaders gain greater commitment to the organization’s <i>Purpose</i> and <i>Values</i>. • Leaders take their mentoring skills of <i>giving and receiving feedback, counseling and coaching</i> to another level. • Leaders learn how to create an environment that motivates all employees to perform at their best. • Leaders identify areas where they can manage time and priorities to become more invested in their employees 	<p>Leading a Diverse Team</p> <ul style="list-style-type: none"> • Helping employees determine the <i>purpose</i> of their role... rather than just their <i>job description</i> or <i>activities</i>, and how it connects with the organization’s <i>Purpose</i> and <i>Values</i>. • Establishing <i>performance</i> and <i>development goals</i> in partnership with the team members. • Identifying barriers to developing a committed and engaged team • Identifying strengths and limitations in Time Mastery so that Managers can create the time to get the best performance out of their teams. • Using the Mentoring Guide™ to further develop the <i>counseling</i> and <i>coaching skills</i>. • Application – preparing Action Plans for implementation with the team.
<p>Follow-up Application</p>	<ul style="list-style-type: none"> • Using handouts provided, facilitate discussion with your team members about handling differences, and the impact differences have on your team. • Use the Mentoring Guide™ with team members to increase <i>engagement level</i>. • Work with each team member to determine the purpose of their role and how it aligns with the organization’s <i>Purpose</i> and <i>Values</i>.

Phase Two – Team Development

Benefits	Module Four – Building a High Performance Team – 2 Days Content
<p>DAY ONE</p> <ul style="list-style-type: none"> • Leaders learn how to improve their own <i>performance under pressure</i>. • Leaders identify factors that are detrimental to their team’s performance due to unnecessary pressure. • Leaders learn how to improve team performance by increasing team <i>coping skills</i>. 	<p>Understanding Teams</p> <ul style="list-style-type: none"> • <i>Types of Teams...</i> what kind of team do you have and what do you want it to be? • The characteristics of a <i>high performing team</i>. • Five factors that can make a team dysfunctional. • Focusing on <i>performance...</i> teamwork is the means, not the end. • Performing under pressure... four coping skills necessary to becoming a <i>high performing team</i>. • Measuring the <i>copied skills</i> necessary for performing under pressure with the Coping and Stress Profile®. • Increasing team performance under pressure by improving the team’s <i>Coping Skills</i>.
<p>DAY TWO</p> <ul style="list-style-type: none"> • Leaders identify their own natural approach to achieving results when working with a group. • Leaders learn how to take their teams through each step in the Z-Process to turn ideas into achievable outcomes. • Leaders learn how to map the <i>Team Roles</i> of their team members to identify where the team may get <i>stuck</i> in the <i>Z - Process</i>. 	<p>Creating a High Performing Team</p> <ul style="list-style-type: none"> • Identifying <i>Team Talents</i> using the Team Dimensions Profile • Understanding the strengths of different <i>team roles</i>, what they contribute to the team process, and how to combine them to increase effectiveness. • Working with others – using the Z-Process to create change, and to creatively deal with unplanned change. • Preparing for taking team members through the Team Dimensions Profile™ • Application... learning to use the Z-Process with your team to develop a team <i>vision</i> and <i>goals</i>, and turn them into action plans.
<p>Follow-up Application</p>	<ul style="list-style-type: none"> • Take team members through the Team Dimensions Profile™ • and introduce them to the Z-Process • Use the Z-Process to establish a team vision and goals. • Look for opportunities to run the Z-Process with the team to solve problems, or develop more innovative processes or products. • Optional: take team members through the Coping and Stress Profile® to increase team coping skills.

Phase Two – Team Development *Continued...*

Benefits	Module Five: Shared Leadership – 2 Days Content
<p>DAY ONE</p> <ul style="list-style-type: none"> • Leaders gain greater clarity on the difference between <i>management</i> and <i>leadership</i>. • Leaders identify what their own <i>focus of attention</i> is, and also what does <u>not</u> get their attention. • Leaders learn to use the three steps of the <i>leadership process</i> to perform <i>acts of leadership</i>. 	<p>Leading in a Shared Leadership Environment</p> <ul style="list-style-type: none"> • Understanding the different approaches to describing <i>leadership</i>. • Accepting that leadership means different things to different people... that people follow those whom they see to be performing <i>acts of leadership</i>, whether or not they have a leadership role. • The <i>leadership process</i>... three steps to performing an <i>act of leadership</i>. • <i>Leadership Priorities</i>... how the leader’s personal priorities determine what gets their attention. • How to increase performance with <i>shared leadership</i> by capitalizing on the different priorities people have.
<p>DAY TWO</p> <ul style="list-style-type: none"> • Leaders learn to identify the leadership strengths of each member of their team and how to maximize their leadership contribution. • Leaders learn how to empower the team to take full responsibility for continuously improving their performance. 	<p>Developing Leadership in Others</p> <ul style="list-style-type: none"> • Learning to make the transition from a <i>single leader</i> unit to the <i>shared leadership</i> model. • Continuous improvement through <i>shared leadership</i>. • The role of the manager in a <i>shared leadership</i> environment... being a <i>resource</i> to the team. • Application... preparation for implementing a <i>continuous improvement</i> process in the team through shared leadership. • <i>Wrap Up</i>... reviewing the entire Leadership Development Process™ with presentations from participants.
<p>Follow-up Application</p>	<ul style="list-style-type: none"> • Introduce team members to the <i>shared leadership</i> model, and different <i>focuses of attention</i>. • Facilitate regular team meetings focusing on what team members are noticing that needs improvement, to ensure all team members are encouraged to continue to contribute <i>acts of leadership</i>.
<p>Cross-Functional Task Team Projects</p>	<ul style="list-style-type: none"> • Leaders identify projects from team meetings that can improve organizational performance. • Cross-functional task teams are created with an appropriate balance of <i>Team Talents</i>. • Teams utilize the <i>Z-Process</i> to develop action plans and submit to the Executive Team for review.