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## Using Effective Leadership Strategies in the Workplace

Robert K. Bitting, Ph.D., L.M.H.C.

### Sample Training Outline: RECOGNIZING YOUR IMPACT AS A LEADER

#### **PROGRAM PURPOSE:**

The purpose of the program is to help middle level managers and supervisors develop and practice their leadership skills, and to help them better understand their impact as organizational change agents. The expected outcome of the training is to prepare individuals to take a more active role in developing their own leadership skills and the skills of others throughout the organization through continued education, coaching, and mentoring. This program is customized and will incorporate the organization's particular core values into the curriculum, thereby complementing, emphasizing, and even rearticulating the organization's mission and working philosophy.

#### **PROGRAM DESIGN:**

This program is designed in a "module" format with each session representing a fundamental element of every manager/leader's job responsibility. As they proceed through each session, program participants will be provided with substantive yet concise information and knowledge from the perspective of the educating/coaching/mentoring model. In between sessions, program participants will be prepared to apply this knowledge to their particular work settings, within the context of their work cultures. At the start of each session, the program participants will discuss and debrief their attempts at applying this knowledge to improve workplace productivity and interpersonal effectiveness.

The program will be focused on **outcomes** – practical application of content to real-life workplace situations.

#### **PROGRAM LENGTH:**

The program will consist of ten (10) three (3) hour sessions, to be held once a week.

#### **PROGRAM INSTRUCTOR/FACILITATOR:**

Robert K. Bitting, Ph.D., L.M.H.C.

Bob is an Associate Professor at Alfred University, where he directs the Graduate Counseling Program, a component of the Division of School Psychology. He is also certified in New York State as a Licensed Mental Health Counselor. He is also an independent human resources consultant and trainer. He has developed and presented over 500 programs for industry, community agencies and academic institutions on the subjects of leadership, motivation, effective communications, outcomes-based strategic planning, teambuilding, and humor and change (among other topics). His clients have included the Arcs of Allegany, Steuben, and Schuyler Counties, Xerox Corporation, Motorola, Inc., Toshiba, Inc., Philips Lighting Company,

ALCAS/CUTCO Corporation, Dresser- Rand, Rich Products, Inc., New York State Electric and Gas, Olean General Hospital, and the Pennsylvania Mountain Healthcare Alliance.

A list of sessions and a sequence of delivery follows. Although the topics are presented in a linear fashion, the program is designed to be flexible and dynamic in terms of specific order to take full advantage of participant input and work setting applications, using an experiential, outcomes-based model.

## **Sample Training Outline**

# **Recognizing Your Impact as a Leader** **(or, This Would Be A Lot Easier If I Knew What I Was Doing!)**

Spring, 2007

Robert K. Bitting, Ph.D., L.M.H.C.

## **Session 1 (3 hours) - The Outcomes Approach**

“Hello, is there anybody in there?”

- I. The Outcomes Framework
  - A. Products and Processes vs. Results
  - B. Getting Beyond "Being There"
  - C. Performance Targets
  - D. How Do You Define Success?
  - E. So What?
  
- II. Who Are You?
  - A. Being, Doing, and Achieving
  - B. Results for Training
  - C. Who are your Customers?
  
- III. The Power of Listening
  - A. Let Yourself be Influenced (Listen, Listen, Listen)
  - B. Barriers to Effective Communications
  - C. A Lesson From Dr. Seuss: Transactional Styles
  - D. What About Body Language?
  - E. Four Facts
  
- III. What's Your Emotional Intelligence?
  - A. What is Emotional Intelligence (EI) and why should I care about it?
  - B. The Emotional Brain
  - C. The 15 EI Competencies
  - D. Anatomy of an "Emotional Highjacking"
  
- IV. Group Activities and Exercises: Workplace Applications

- A. Life in the 1500's
- B. A Gray Elephant
- C. Projective Introductions
- D. Milling About
- E. Five Important Questions

## **Session 2 (3 hours) – Effective Communications, Values and Your Actions**

"Do as I say not as I do."

- I. More (Paying Attention)?
  - A. Effective Listening Habits (and Poor Ones)
  - B. Listening to Feelings
  - C. The Effects of Not Paying Attention
- II. What is a Value and How Do You Know?
  - A. The Alligator River Story
  - B. Seven Criteria for a Value
  - C. Disease or Willful Misconduct
- III. Workplace Values vs. Personal Values
  - A. 12 Questions Measuring Workplace Strength
  - B. What are the Core values at Sample Training Outline?
  - C. Defense Mechanisms (We all use them!)
- IV. Empathy and Expertise
  - A. Verbal and No-Verbal Messages
  - B. Genuineness, Honesty, Trustworthiness
- V. Different Ways to Communicate Across the Organization
  - A. Writing for Impact
  - B. Memos, faxes, and Avoiding the E-mail Trap
  - C. Being Direct vs. Being Indirect (It's Easier than You Think)
- VI. Group Activities and Exercises: Workplace Applications
  - A. Developing Action Plans
  - B. Identifying Key Workplace Issues

## **Session 3 (3 hours) – Motives and Actions**

"You can't always get what you want."

- I. Why Don't People Get the Job Done?

- A. Three Good Reasons
  - B. Climbing the Motivation Ladder
  - C. Speaking to the Situation and Not to the Person
- II. Motives and Action
- A. What is a Boss?
  - B. Employees as Resources to Be Developed
  - C. Effective Job Motivators
- III. Responding to Employee Problems
- A. Motivation Self-Assessment
  - B. Different Approaches to Motivating Employees
  - C. Inspiring Others
- IV. Group Activities and Exercises and Connecting to the Workplace
- A. Boss Gripes
  - B. Are You Normal?
  - C. Motivation Self-Assessment

### **Sessions 4 and 5 (6 hours) – Understanding Your Role as a Leader**

“You cannot antagonize and influence at the same time.”

- I. Characteristics of Effective Workplace Leaders
- A. Searching for the Holy Grail (a.k.a. the “Perfect Staff”)
  - B. Modeling vs. Enforcing Rules
  - C. “With-it-ness” and Overlapping
  - D. What Followers Expect
  - E. Pass Me the Roles
- II. Power, Authority and Leadership
- A. Stand up, Sit Down, Bark Like a Dog
  - B. The Big Three – What’s the Difference?
  - C. Personal vs. Position Power
  - D. What is Your Potential Impact as a Leader?
- III. The Empowerment Continuum
- A. Sharing Information
  - B. Setting Boundaries
  - C. Creating Self-Directed Teams
  - D. Pleasing External and Internal Customers
- IV. Situational Leadership
- A. Unable and Unwilling
  - B. Unable but Willing
  - C. Able but Unwilling

- D. Able and Willing
- V. Transactional vs. Transformational Leadership
  - A. The Battle of Gettysburg
  - B. Leading and Not Just Managing
  - C. Setting a Good Example
  - D. Choosing Service Over Self-Interest
- VI. Who's Really in Charge?
  - A. Exactly Who Are the People You Can Boss Around?
  - B. Drilling Down vs. Drilling Up
  - C. Where Are You Coming From as a Leader?
  - D. Where Are Your Employees Coming From?
- VII. Being an Effective Delegator
  - A. Seven Steps to Effective Delegation
  - B. Examples of Good (and Not So Good) Delegation
  - C. Investing for the Long-Term
  - D. Delegation Control
- VIII. Putting It All Together: Additional Activities/Case Studies
  - A. Leadership/Delegation Self-Assessment
  - B. Covey and His Habits
  - C. Abraham Lincoln and Attila the Hun
  - D. "I'll get to it sometime later this week."
  - E. The Penny Exercise
- IX. Group Activities and Exercises: Workplace Applications
  - A. The Fallout Shelter Problem
  - B. Stranded in the Himalayas
  - C. A Time Management Inventory

### **Sessions 6 and 7 (6 hours) – An Interactive Approach to Teamwork**

"I am he as you are he as you are me and we are all together"

- I. What is a Team, and Why Do I Want to Be on One?
  - A. Individual vs. Group Needs and Goals
  - B. Stages of Team Development
  - C. Some Types of Teams
  - D. What Do You Bring to the Team?
- II. Teams: From Conflict to Productivity

- A. Get on the Conflict Carousel
- B. A Conflict Quiz
- C. Three Steps to Resolve Conflict
- D. "I" Messages

III. Establishing Strong Working Alliances

- A. When are Teams at Their Best? – Some Examples
- B. Utilizing Underutilized Resources
- C. Connecting Organization Goals to Teamwork
- D. Coming from Different Places

IV. Oh No, Not Another Meeting!

- A. Why People Hate Meetings
- B. Pass Me Another Role
- C. Getting the Cooperation of the Team to Get Things Done
- D. Reaching Agreement: the 4 C's
- E. Are You Going to Abilene?

IV. Effective Discipline and Dealing with Negativity

- A. The Myths of Discipline
- B. Positive Discipline Strategies
- C. Establishing Strong Working Alliances

V. Gaining Control of Your Work

- A. Why Things Don't Get Done
- B. The Vanishing Pause
- C. Setting Priorities and Completing Tasks

VI. Group Activities and Exercises: Workplace Applications

- A. The Rope Trick
- B. The Heart Transplant

**Session 8 and 9 (6 hours) – Workplace Issues, Employment Practices, and Managing Performance**

"I can't seem to face up to the facts, I'm tense and nervous, and I can't relax."

I. Employment Law Challenges in the Workplace

- A. Understanding the Fair Labor Standards Act
- B. What's Your Role in Determining Unemployment Eligibility?
- C. Understanding the Family and Medical Leave Act
- D. Sexual Harassment and Your Legal Responsibilities.

II. Managing Performance

- A. How to Monitor Performance

- B. Following the Rules (Knowing What's Legal and What Isn't)
- C. Leaving It at the Door: Personal vs. Work-Related Problems

III. Conducting Meaningful Performance Evaluations

- A. Problems with Performance Appraisal
- B. Helping the Employee Develop an Action Plan
- C. Using Periodic/Ongoing Progress Reviews
- D. What is (and Isn't) Good Feedback

IV. More on Employment Practices

- A. Legal and Illegal Interview Questions
- B. Displaying Healthy Behaviors as a Supervisor

**Session 10 (3 hours) – Change, Stress, and the Effective Use of Humor in the Workplace**

"A good time to laugh is anytime you can!"

I. What's So Funny? (Some Definitions of Humor)

- A. Three or Four Basic Concepts
- B. Play and Work are Not Opposites
- C. Enjoying Incongruity

II. Hey! Why Are You Laughing? (Advantages to Using Humor in the Workplace)

- A. Managing Conflict
- B. Motivating Others (and Yourself)
- C. Reducing Stress
- D. Making Your Point
- E. Increasing Creativity

III. Change: Everybody Does It But Nobody Likes It

- A. So, Why Don't People Like to Change?
- B. Overcoming Resistance to Change
- C. Sources of Job Stress (You Mean It Could Be My Boss?)
- D. Laughter as Catharsis

IV. More On Change and Stress

- A. Handling Information, Making Decisions and Solving Problems
- B. Take a Vacation (Even If You Don't Go Anywhere)
- C. Some More Stress Reducers (the Work-Stress Inventory)

V. Obstacles to the Effective Use of Humor

- A. Barriers to Perception/Negative Self-Talk
- B. Overlooking the Simple
- C. Conformity Pressure
- D. Avoiding Inappropriate Humor (and Laughing at Yourself)

VI. More Funny Business

- A. How Do You Use Humor at Work?
- B. The Humor Disparity Test
- C. Joy Lists

**Session 11 (3 hours) - The End:**

“Where would you rather be than right here, right now?”

I. Finishing Loose Ends, Pulling it all Together, Formalizing Action plans, Setting Priorities, and Following up (What’s Next and So What?)

II. Connecting the Dots: Using Program Skills and Concepts and Applying Them to the Workplace.

**Additional group exercises to be used as appropriate throughout the program (in addition to those included above):**

- The Trust Walk
- The Straw Tower
- Avionic Embryo Container Protection
- W that a P is W
- B-I-N-G-O for Smart People
- The Fallout Shelter Problem
- The New Bicycle
- Keeping It In the Air
- Forced Relationships
- Ladle Rat Rotten Hut
- Group Juggling

+ Many more...

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