

LEADERSHIP AND MANAGEMENT DEVELOPMENT PROGRAMS

ENHANCING THE COMPETENCE AND CONFIDENCE OF OTHERS

	Basic Communication Skills	Motivating	Delegating	Recognizing
Length	2 hours	2 hours	2 hours	2 hours
Objectives	<ul style="list-style-type: none"> • Understand the importance of communication skills for gaining commitment and getting results from others • Apply six fundamental communication skills • Develop strategies to communicate more effectively 	<ul style="list-style-type: none"> • Understand the needs that drive behavior and identify ways to motivate people accordingly • Apply observation and questioning techniques to determine needs and values 	<ul style="list-style-type: none"> • Understand the importance of delegating for developing team members • Identify and overcome barriers to delegation • Apply four action steps for delegating assignments to team members • Develop strategies to delegate more effectively 	<ul style="list-style-type: none"> • Use recognizing to reinforce good performance and to show that you value people's contributions to the organization • Use praise, awards, ceremonies, and other techniques to recognize and motivate others • Identify what types of recognition will motivate specific individuals
Topics	<ul style="list-style-type: none"> • Factors that enhance and inhibit communication • Listening for understanding <ul style="list-style-type: none"> - Paraphrasing - Empathizing - Questioning • Responding effectively <ul style="list-style-type: none"> - Balanced response - Building on ideas - Speaking for listening 	<ul style="list-style-type: none"> • Defining human motivation and the six key needs • Understanding what satisfies each need • Identifying motive patterns in others • Case study—how would you handle it? • Application to an on-the-job situation 	<ul style="list-style-type: none"> • Benefits of delegating • Determining what to delegate to whom • Overcoming barriers to delegation • Action steps for delegating • Application to an on-the-job situation 	<ul style="list-style-type: none"> • The benefits of recognizing • Types of recognition • Using praise to reinforce positive behaviors and improvement in performance • Case study and role play • Application to an on-the-job situation

LEADERSHIP AND MANAGEMENT DEVELOPMENT PROGRAMS

ENHANCING THE COMPETENCE AND CONFIDENCE OF OTHERS (CONT.)

	Giving Constructive Feedback	Value Based Leadership
Length	2 hours	2 hours
Objectives	<ul style="list-style-type: none"> • Understand how to use feedback to shape behavior • Provide feedback that is clear, specific, and constructive • Maintain the self-esteem of the other person while providing feedback 	<ul style="list-style-type: none"> • Develop a leadership values credo and use it to enhance your effectiveness as a leader • Understand your role in clarifying and communicating organizational values • Help members of your team or work unit fulfill their values
Topics	<ul style="list-style-type: none"> • Characteristics of effective feedback • Focusing on behavior versus personality or attitude • Intent versus impact • The situation-behavior-impact model • Case study—how would you handle it? • Application to an on-the-job situation 	<ul style="list-style-type: none"> • Providing purpose and meaning • Clarifying your values as a leader • Leading through organizational values • Understanding your people's values