Today's highly competitive and rapidly changing business environment demands leaders who can effectively balance three critical factors that impact business performance:

**Execution.** Maintaining high levels of productivity and quality, minimizing costs, and delivering products/services to customers in a timely manner.

**Agility.** Creating a culture of innovation and change-readiness in order to effectively respond to internal and external threats and opportunities.

**Leadership.** Building trust and respect with employees, improving their knowledge/skills, and motivating them to enhance performance and engagement.
Developing agile leaders at all levels who can manage all three factors simultaneously and keep them in balance is crucial for long-term business success. Our research found that agile leaders are competent in seven key areas:

1. **Influencing with Impact.** Getting others to commit to a course of action using a variety of influencing styles.

2. **Managing Accountability.** Holding others accountable for their actions (or lack thereof) to ensure individuals and teams are fully performing.

3. **Facilitating Change Readiness.** Taking the uncertainty out of change, preparing others for organizational change, and modeling the behaviors that support change.

4. **Judgment & Decision Making.** Using critical thinking to objectively assess information and situations to select the best possible course of action.

5. **Building & Sustaining Collaboration.** Empowering people to work effectively across organizational boundaries and ensuring high levels of collaboration.

6. **Inspirational Leadership.** Inspiring and motivating people to achieve peak performance by creating a sense of purpose and appealing to their values.

7. **Flexible Leadership.** Balancing leadership and management roles to maintain efficiency and promote innovation while guiding people to succeed.
INFLUENCING WITH IMPACT.

• WHAT IT IS — Every day, leaders at all levels have to influence others to carry out requests, implement decisions, and achieve goals. However, many leaders struggle to gain commitment from others, especially when they don’t have formal position authority. This program is designed to help leaders master the art of using different influencing styles.

• PARTICIPANTS WILL —
  • Identify the 11 influencing styles used by the most effective leaders
  • Understand which styles are the most or least effective for different situations
  • Learn strategies for enhancing the effectiveness of their use of influence
  • Apply practical influencing skills to gain commitment from others
MANAGING ACCOUNTABILITY IN OTHERS

• WHAT IT IS — For a team to be successful, team members need to take accountability for their respective responsibilities. Effective leaders clearly define expectations, set reasonable timetables for employees, and use checkpoints to keep everyone “on track.” This program is designed to help leaders apply practical techniques for managing accountability in both individuals and in teams.

• PARTICIPANTS WILL —
  • Define accountability and learn how to recognize and measure it
  • Understand why people make excuses and don’t take responsibility for their actions
  • Clarify the extent to which individuals are using best practices to build and sustain accountability among the members of their team
  • Apply two practical tools to manage accountability in others
FACILITATING CHANGE READINESS

• WHAT IT IS — According to data revealed by OnPoint surveys, roughly 70% of change initiatives fail to meet their objectives—and that number has remained fairly static since 1995. One of the problems is that traditional approaches fall short when it comes to managing change. Leaders have not been successful at taking the uncertainty out of change, facilitating readiness for a change, and building and sustaining enthusiasm for the change.

This program will provide leaders with the skills and knowledge to support the long-term success of change initiatives.

• PARTICIPANTS WILL —
  • Learn what top-performing companies and leaders do to prepare for and manage change initiatives
  • Understand the five questions leaders need to answer to take the uncertainty out of change
  • Identify an individual’s or team’s level of readiness for change
  • Use specific change ready strategies to get individuals and teams to embrace change
EFFECTIVE JUDGMENT & DECISION MAKING

• WHAT IT IS — We live in a complex world and making sense of it can be challenging. It would be extremely difficult to analyze every issue or idea we encounter in depth. That is why our brain often takes “short cuts.” While these techniques and biases may help speed up our thinking on less important matters, they can also result in poor decisions on issues that are truly important.

Effective Judgment and Decision Making provides frameworks and strategies that can improve leaders’ ability to reason in a systematic, objective and efficient manner to make higher quality decisions.

• PARTICIPANTS WILL —

  • Learn techniques to enhance judgment and decision quality
  • Recognize when they are making decisions based on assumptions rather than facts
  • Use tools and techniques to evaluate the benefits and risks associated with each choice
  • Involve the right people in decisions to improve decision quality and acceptance
BUILDING & SUSTAINING COLLABORATION

• WHAT IT IS — The increasingly globalized nature of business necessitates communication and collaboration across both organizational and cultural boundaries. This places new challenges on leaders to create and sustain cooperation with their teams. This program is designed to help leaders learn how to build and sustain collaboration using a variety of tools.

• PARTICIPANTS WILL —
  • Learn to establish clear roles and decision authority in a cross-functional team structure
  • Understand how to set shared goals that encourage cooperation over competition
  • Acquire practical knowledge for improving communication and transparency of cross-functional teams
  • Leverage specific tools and strategies for resolving disagreements and building trust
INSPIRATIONAL LEADERSHIP

• WHAT IT IS — Leaders who inspire others generate passion for an initiative. These leaders are role models who clearly and, enthusiastically communicate their values and the organization’s values to make them relevant and exciting for others. Inspiring lights “a fire” within individuals so their commitment is internally driven and, therefore, more sustainable.

This program gives leaders skills and strategies to help them more effectively inspire and motivate others.

• PARTICIPANTS WILL —

  • Learn to recognize the difference between “motivating” and “inspiring” people.
  • Build a coalition of people who have high levels of engagement and enthusiasm
  • Learn the four elements of inspirational leadership
  • Practice using stories and other tools to inspire and maintain enthusiasm for a project or initiative.
FLEXIBLE LEADERSHIP

• WHAT IT IS — Flexible leadership is the art of balancing the role of management (promoting stability and efficiency) with leadership (encouraging innovation and adaptability) while helping direct reports achieve success. This program provides leaders with the competencies needed to be flexible leaders and help drive organizational success.

• PARTICIPANTS WILL —

• Recognize the three factors that impact organizational performance
• Understand how to adapt to changing situations while balancing competing demands and trade-offs
• Learn practical and proven tools to enhance organizational effectiveness
• Learn the 10 competencies of agile leaders
START DEVELOPING AGILE LEADERS TODAY

Are you ready to accelerate your organization’s performance by enhancing the capability of your leaders and managers?

OnPoint’s training programs are based on proven research and years of practical experience. They can be delivered in three ways—as face-to-face programs (both full-day and half-day), as virtual instructor-led programs (VILP), and as self-directed e-learning courses. Many organizations have benefited from our agile leadership courses, including AmeriGas, Autodesk, GlaxoSmithKline, Merck, Guardian Life Insurance, Finra, and Sodexo.

To learn more about OnPoint’s agile leadership programs, or for help developing your own customized learning solution, contact us today.

www.OnPointConsultingLLC.com

Rick Lepsinger, Managing Partner
T: 212-472-8081
M: 646-431-6288
rlepsinger@onpointconsultingllc.com

Darleen DeRosa, Ph.D, Managing Partner
T: 203-533-5128
M: 203-535-5604
dderosa@onpointconsultingllc.com