



Leadership Development Modular Workshops

Facilitated by Ross Gibson

In the course of their extensive research in Employee Engagement, the Gallup organization has found that ***“The single most important factor in whether or not employees choose to stay in a job is the quality of their relationships with their direct superiors.”***

The Richards Group offers a solution that is both cost-effective and time-sensitive to help ensure your management team continues to hone critical leadership skills. All sessions are intended for 1.5 to 2.0 hours in length, dependent on group size and custom content requests. Many can be extended for “deeper dives” on a topic. Modules can be mixed, matched and selected in any order to meet specific needs.

Leadership

The objective of this session is to provide an overview of Leadership, increase group communication and trust and set a framework and definition of both leadership and management. Expected outcomes include clarity around the definitions of leadership and management and increased understanding of leadership theory. Participants will also do some introspection into their own management styles. This session will include:

- Initial ice-breaker and team builder
- An understanding of the importance of trust
- Look at definitions of both management and leadership
- Discuss management and leadership roles and responsibilities
- Look at different leadership styles and how they are used
- Complete and review an individual leadership self-assessment

Employee Engagement

The objective of this session is to provide a framework for the manager’s role in increasing levels of employee engagement. There is an adage that people don’t leave companies, they leave managers. In this session, we will discuss this and how managers can work to engage their employees. Participants will come out of the session with a greater understanding of the importance of employee engagement and its relationship to improved bottom line results. This session will include:

- Defining ‘employee engagement’
- Detailing the key drivers behind engaged employees and the manager’s responsibilities regarding engagement
- Discuss what managers can do to fully engage employees at all levels
- Learn approaches to pulling disengaged employee higher up on the engagement curve
- Review and understand the four dimensions of human endowment and how they relate to engagement.

On Civility

The objective of this session is to go deeper into keeping an organization harassment-free by building civility throughout the culture. We will explore civility: what it is, what the cost of incivility is, how to cope when people are not civil, how to choose civility, ideas on being civil to others and what it means to be kind when the world around us feels otherwise. This session will include:

- Defining what civility means in the workplace
- The cost of allowing uncivil behavior
- Reactions and handling uncivil behavior
- Tools to increase civility in all interactions

Empathic Communicating

The objective of this session is to dive into the critically important area of communications. In particular, we will focus on empathic communications which involves listening with the intent first to understand. Participants will get a chance to practice empathic communication skills hands on. This session will include:

- A review of the six key highly effective communication practices
- A discussion of the importance of trust in communications
- Developing a 'think win-win' paradigm as a communication key
- Finding how best to get our points across in crucial conversations

Increasing Psychological Safety

The objective of this session will answer the following: What is 'Psychological Safety'? Why is it important to focus on? and How do increase our levels of 'Psychological Safety' with our teams and organization? In their very well-researched internal work, named Project Aristotle, Google uncovered the key differentiator between highly successful team and mediocre to poor team: 'Psychological Safety'. The question then becomes "how do we understand and increase our own levels of 'Psychological Safety'? This session will include:

- Defining what is meant by 'Psychological Safety'
- An exploration of the link to Employee Engagement
- Understanding the biggest mistake most organizations make
- Detailing three key strategies that can lead to higher levels of psychologically safe workplaces

Building Stronger Teams

The objective of this session is to understand the keys to building stronger teams. All of us are members, with managers often being in a team leader position. Participants will leave this session with a framework of what makes teams more effective and ways to increase team strength and productivity. This session will include:

- Defining what makes strong teams
- Review the barriers to great teams
- Strategies to remove barriers and get to higher levels of team performance
- A tool to help define team goals and purpose

Harassment Prevention

The objective of this session is to educate managers regarding their responsibilities to prevent workplace harassment. We will not only review the legal requirements, we will go through scenarios to help managers be able to better handle their roles in dealing with reports of harassment. We will also look at creating cultures that are free of harassing behavior. This session will include:

- A review of the organization's workplace harassment prevention policy
- Understanding of the manager's role when there are reported incidents of harassment
- Discussion of the different types of workplace harassment
- Reminder of the laws that organizations are required to comply with
- Roleplaying of several scenarios of harassment to increase understanding

Performance Development

The objective of this session is to discuss and review manager's key roles in developing higher levels of employee performance. Using the organization's performance management process, we will go through how great performance development is on-going rather than a once-a-year event. This session will include:

- A review of the organization's performance development plan and processes
- Strategies for moving from performance 'management' to performance 'development'
- Discuss and practice having 'difficult conversations'
- Work on setting SMART goals

Time Management

The objective of this session is to help managers not only be more effective with their own time management but to also help employees become more effective. This session will include:

- Looking at the relationship between urgency and importance related to time management.
- An understanding of the four quadrants of time management.
- A definition of the theory of 'Big Rocks' and how to set clear, critical objectives.
- Going through a process of conducting both weekly and daily planning.

Time Management: Technical Teach

The objective of this session is to continue the time management lessons by doing a deep dive into using technical tools to be more effective. Regardless of platform (Outlook, Notes, Google, etc.), participants will leave the session feeling more empowered to master their technology. This session will include:

- A review of why a Master Task List is critical to goal achievement
- Several key master moves to using e-mail more productively including:
 - Winning without fighting
 - Turning e-mail into what it should be
 - Linking to locating
- Providing tips on effective weekly and daily planning

Employment Law

The objective of this session is to have managers understand the key federal and state employment laws that impact their roles as managers. This session will include:

- Review key statutes that impact employment.
- Increase manager's understanding of their role in legal compliance
- Discuss the 'do's and don'ts' as they pertain to workplace legal matters
- Detailed Q&A about employment law

Dealing with Workplace Conflict

The objective of this session is to help managers deal with conflict in the workplace. Too often, our natural tendencies are to avoid conflict even though conflict is unavoidable. We will work on strategies to not only identify conflict but to use conflict in building stronger teams and organizations. This session will include:

- Discussion of the key sources of workplace conflict
- Review common roadblocks to dealing effectively with conflict
- Increased understanding of how some conflict can lead to better results
- Tools to identify and deal effectively with conflict

Effective Employee Relations

The objective of this session is to detail and discuss the most important aspects of great employee relations, pulling from highlights of the previous nine sessions. We will also help managers understand their role in challenging employee relations situations, including termination of employment. This session will include:

- How to deal with both an 'employee with issues' and 'issues with an employee'
- A review of how we move from employee satisfaction to employee engagement
- A discussion of building organizational trust as the key to great employee relations
- A reminder around conducting crucial conversations
- Dealing with end of employment issues including termination conversations

Hiring Great Employees

The objective of this session is to build greater effectiveness in identifying and hiring people who are the best fits for the current culture. A majority of this workshop will focus on the interviewing process and how to ask the right questions to get the right people. This session will include:

- Reviewing the manager's role in the hiring process
- A clear understanding of the recruitment process
- In-depth interviewing analysis, including different types of interviews, how best to interview, interview 'bias' and interview tips
- A review of the legal issues relative to hiring
- Best on-boarding practices for managers

Dealing with Change

The objective of this session is to provide a model and way of looking at change to enable better, more sustainable results. Change is not only inevitable it is also always occurring. The most effective leaders embrace and run with change with extraordinary results. This session will include:

- A review of the eight most common errors people make in dealing with change
- An introduction of the very basic but incredibly effective Change Model
- A deep dive on the five keys to effective change management
- A review of the key factors that lead to better change outcomes

The One-Minute Manager – Revisited

The objective of this session is to not only review Ken Blanchard's timeless management classic, The One Minute Manager, it is to get very specific on how managers can apply the lessons from this seminal work to their daily management responsibilities. (This sessions ties closely to Performance Development.) This session will include:

- A review on One Minute Goal Setting and how setting clear goals is the basis for everything
- A deeper understanding of One Minute Praising and creating cultures of appreciation
- An introduction and deep dive into One Minute Redirects (formerly 'Reprimands')

Goal Execution

The objective of this session is to help participants get hyper focused on not only setting the right goals but set a structure that ensures a higher probability that the right goals will be achieved. A lot of work has been done to help organizations create amazing strategies and missions but the rubber hits the road when we set and achieve goals. This session will include:

- Understanding the importance of setting a few wildly important goals
- Delineating between lag goals and lead goals and the importance of setting both
- Making goals very visible and keeping scorecards along the way
- Creating a cadence of accountability to ensure goals are in the fore front

Embracing Accountability

The objective of this session is a focus on how to better embrace both personal and team accountability. We will spend time discussing a leader's responsibility to own accountability, to set clear expectations and then to continually keep people informed of performance progress. This session will include:

- Defining accountability and discussing the importance of keeping one's self accountable before holding others accountable.
- Working on the key to accountability: setting very clear expectations.
- To continue to have accountability, designing way to make performance progress clear.

Presentation Skills

The objective of this session is to provide participants with a methodology to ensure that their presentations are not only effective by wildly successful. We have all be inundated by presentations however people who master the art of making great presentations have a critical edge. This session will include:

- Defining what is presentation failure and success
- How to Develop, Design and Deliver effective presentations
- A deeper dive into the art of making effective visuals
- Providing resources for participants to keep learning

Holding Productive Meetings

The objective of this session is to help teams hold more productive, efficient meetings. One recent survey reported some business people spend as much as 80% of their time in meetings, although the average tends to be in the 35-40% range. In this same survey, respondents reported that more than a third of their time in meetings was unproductive. Interestingly, very few of us have ever received any formal training or instruction in good meeting management. This session will include:

- A review of the different types of meetings and the expected outcome of each
- Defining what makes an effective meeting
- Detailing the barriers to effective meetings and how to remove those barriers
- A full review and understanding of the details of an efficient and productive meeting