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In-House Leadership Development Series

The Leadership Development Series is our process for transforming a collection of trained leaders into a sustainable leadership culture. We strive to equip all leaders at all levels with the same language, skill and approach in a steady-progress-over-time fashion.

Having effective leaders throughout your organization helps increase profits and productivity and reduce waste and cost.

The Leadership Development Series Tell Me More provides a detailed look at how the Leadership Development Series works.

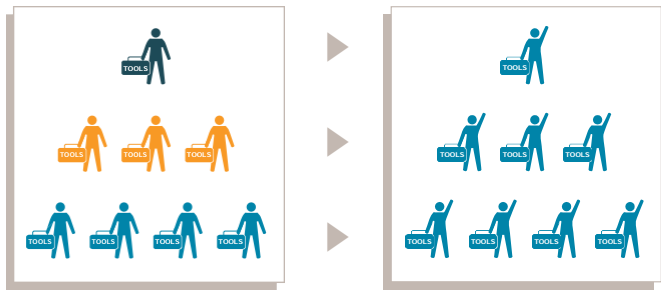


LIVING AS A
LEADER[®]

Creating a sustainable leadership culture

Living As A Leader employs a steady-progress-over time approach to leadership development. Our model involves **Training** plus **Coaching** plus a variety of **Learning Reinforcement Tools**.

We involve **all leaders** at **all levels** in the process. This creates an environment of **shared language, shared skill** and **shared approach** to the leadership of the workforce. If the toolboxes match, then leaders can coach leaders, reinforcing the language and skill that they have been introduced to.



Transform a Collection of Leaders into a Leadership Culture of Common Language, Skill and Approach

Our beliefs and philosophies

We define a leader as someone who engages others to deliver desired results.

Simple, right? Actually, this is not as simple as it sounds. Most leaders will inherently lean more toward a focus on results or more toward the inspiration and care of people. Few will be able to achieve the right balance without further skill development.

We encourage the leaders we work with to:

- Be kind
- Be humble
- Be tolerant
- Be productive
- Be accountable
- Serve others

Needed: A different approach to leadership development

American businesses waste more than \$144 billion annually on leadership training that doesn't stick. (American Society for Training and Development)

It's time to think to rethink development: more systematic and longer term. Fast and easy doesn't work.

Leadership Development Series— key components

1. LEARNING

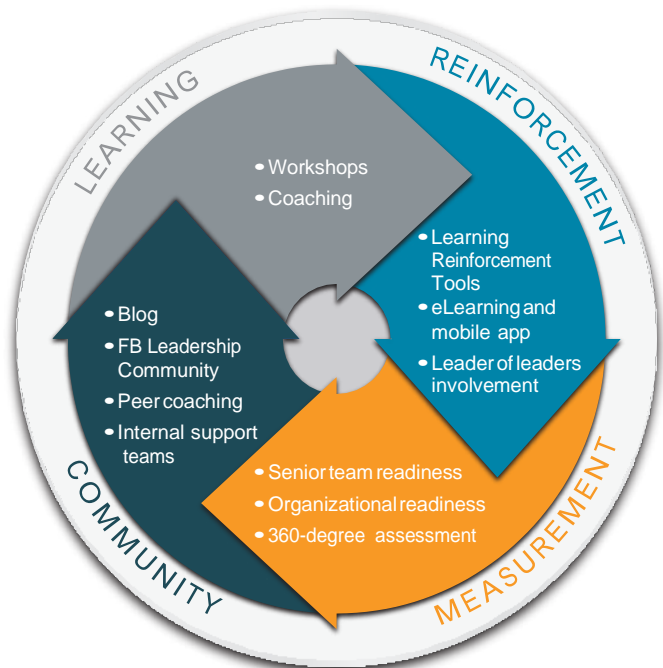
Workshops: Our 12-workshop Series serves as the recommended framework for the comprehensive development of leaders. Our intent for implementation is that each four-hour workshop is delivered at a monthly or bi-monthly cadence.

We support a commitment to fostering application, retention and sustainability of language, skill and approach. This is best done when we deliver the workshops, supported by coaching and other learning reinforcement tools, all at a pace that allows the leaders to practice what they are learning.

Small Group Coaching: From the very beginning, we have based our model upon training plus coaching. Over the years, participating leaders have spoken very positively about the coaching component of their experience.

In this Series, each four-hour workshop is supported by a 90-minute small group coaching session.

Leadership Development Series Components



Studies have shown that when training is combined with coaching, productivity increases by 83% versus by 17% with training alone.

(International Personnel Management Association)

2. REINFORCEMENT

We use a variety of tools and activities to support the application of skills learned and the retention of knowledge gained. These include:

- **eLearning and Mobile App:** eLearning courses are available to all participants of the Series. They can be used as a refresher to complement facilitator-led training or as a convenient way to make up a missed workshop.

The Living As A Leader Mobile App provides leaders the opportunity to access key content, skills and tools they are learning in the workshops.

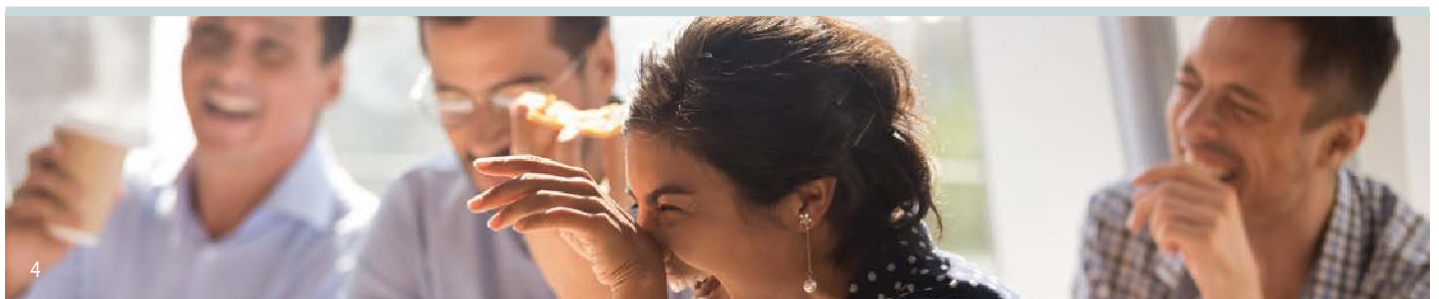
- **Leaders of Leaders Involvement:** The leaders of those leaders who are participating in the Series play a key role. In other words, as a group of leaders is selected to participate in this development process, it is important to include their leaders as well.

To help support the role of leaders of leaders, strategy sessions are held with this audience throughout the implementation of the Leadership Development Series. Typically, these sessions take place in the coaching month for each workshop topic.

- **Leaders of Leaders Tip Card:** Tip cards present several ways to involve the leader of each participant and increase the likelihood of support for that participant throughout the Leadership Development Series.
- **Participant Tip Card:** These summarize key workshop content, serving as an easy reference and at-a-glance reminder.



- **Tips and To Do's:** Each workshop is supported by eight Tips and To Do's. These are delivered weekly via mobile app or email. Where email is the method, we provide these to you, and someone in your organization will be responsible to send them to the participating leaders on a weekly basis.
- **Executive Summaries:** This tool is used to familiarize the Leaders of Leaders group with the content in an abbreviated, easy-to-apply manner.
- **Leadership Journal:** Participants are encouraged to use their journal for capturing key leadership-related aha's as they participate in the Series. The Leadership Journal also provides leadership tips on each page.



3. MEASUREMENT

Senior Team Readiness: A critical contributor to success is the degree to which the senior team both supports and participates in the Leadership Development Series. Through informal conversations, we are able to determine the readiness of the senior team.

Organizational Readiness: Through our years of experience working with organizations, we have encountered some situations in which success has come more easily than in others.

Using an informal process, we are able to assess the readiness of the organization to support the comprehensive nature of the Series.

As we prepare to launch the Series in any one organization, it has proven helpful to understand the various elements that may contribute to success, as well as those that may get in the way of success.

360-Degree Assessment: This comprehensive assessment includes 30 questions measured on a five-point scale, plus open-ended questions to gather anecdotal input from direct reports, peers and the leader's immediate leader.



4. COMMUNITY

We offer resources and ideas for leaders to join in discussions about leadership issues, engage in open conversation and provide peer coaching.

Our Facebook Leadership Community is a place for participants to share their wins and challenges and have their work-related questions answered by one of our Living As A Leader coaches.



Implementing the Leadership Development Series

The Leadership Development Series implementation process begins approximately two months in advance of the first workshop, with an initial Get Started Meeting. This meeting sets the stage for all launch-related activities leading up to the formal kick-off of the Series.

Kick-Off Activities:

Kick-off activities are an integral part of our process. The exact design and implementation of kick-off activities will be determined by the delivery team during the Get Started Meeting. Below are examples of the core activities that are considered.

- **Senior Team Kick-Off:** Prior to conducting a kick-off event for all participating leaders, we suggest conducting this session with the senior team as a great opportunity for them to become familiar with the training and coaching process prior to the rest of the leaders being introduced to it.

In this session, senior leaders also have the opportunity to strategize their role, have their questions answered and feel equipped to support the overall Series.

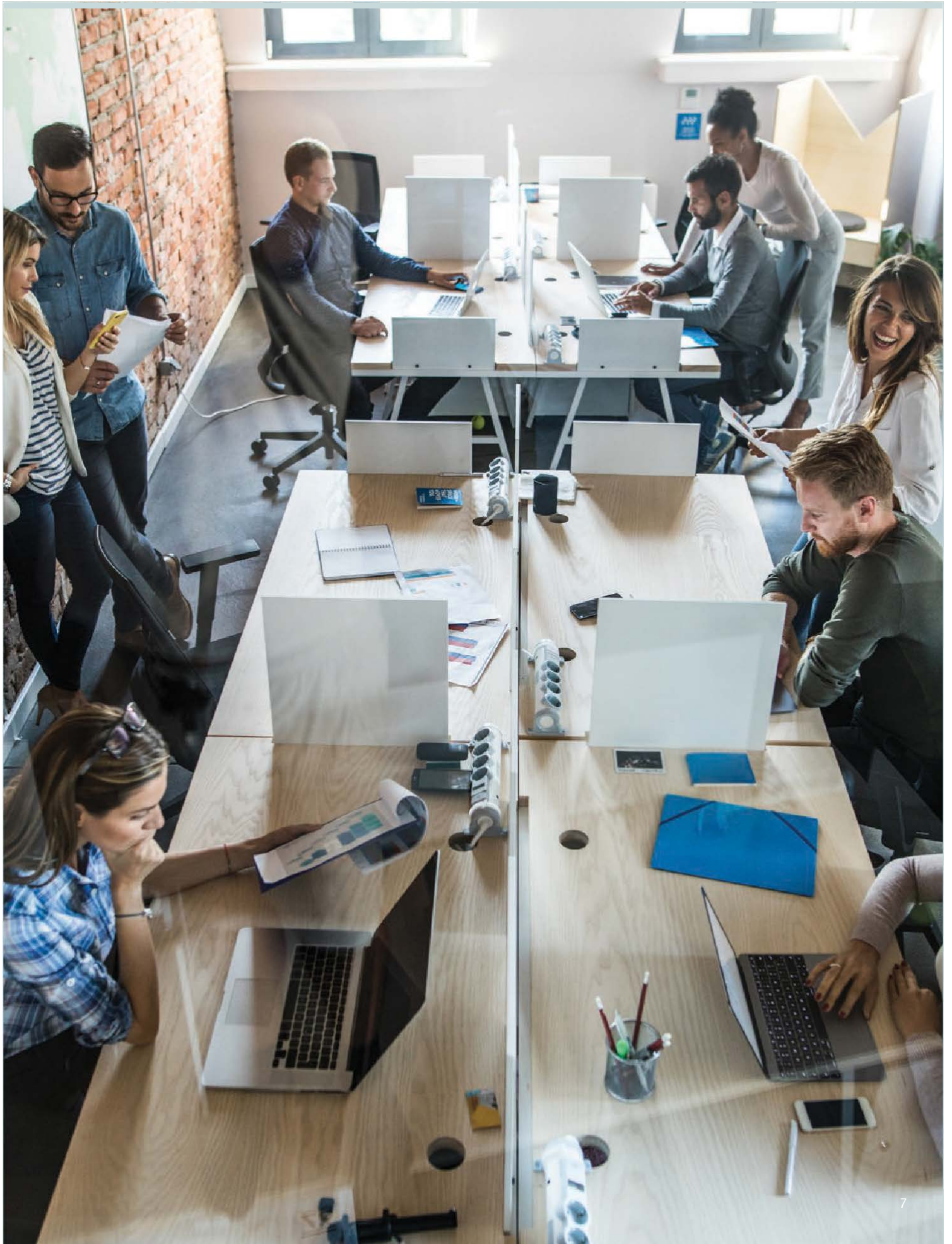
At times, the senior team participates in the kick-off with everyone else, and the strategy session takes place following the larger group kick-off.

- **Participant Kick-Off:** During this approximately 90-minute event, time is allotted to introduce the Leadership Development Series process and components.

Select leaders of your organization will share the reasoning behind the decision to invest in a leadership development process, and the Living As A Leader delivery team person will provide the Series overview.

The overview is followed by a participant input session to collect data about the current state of leadership within the organization. Participants will reflect on their own roles as leaders, as well as what they are noticing around them.

- **Additional Participant Input Session(s):** In the event the group is composed of more than about 20 leaders, we add additional input sessions (beyond the participant kick-off session) to accommodate additional leaders.



Descriptions of our skill-building workshops

WORKSHOP 1: The Seven Most Common Mistakes Leaders Make

Purpose: *The Seven Most Common Mistakes Leaders Make* conveys to leaders that their role in leading people is critical to success both in terms of employee engagement and business results.

We define leadership as engaging other people to deliver desired results, and this workshop provides a forum to help leaders learn more about how to do that.

Through the introduction of three foundational models, we challenge leaders to step back and think about not only the kind of leader they want to be but also the kind of person they want to be. With this foundation set, this session explores the reasons for and consequences of the seven most common mistakes leaders make and how to overcome them.

Process: This workshop is interactive and uses a variety of discussion methods and group activities to maximize participant involvement and engagement. Throughout the workshop, leaders will assess the degree to which each mistake is present (or not) in their day-to-day leadership of people.

Payoff: Upon completion of this workshop, participants will:

- Understand why effective leadership is important.
- Learn key models, skills and tendencies related to interacting with and leading employees.
- Have new insights about the leadership mistakes they're making.
- Have a collection of strategies to overcome the seven most common mistakes leaders make.

WORKSHOP 2: Be a Great Coach

Purpose: *Be a Great Coach* enhances a leader's understanding of what coaching is and helps leaders overcome common misconceptions and limitations about their role as a coach.

This workshop introduces a six-step process that serves as a framework for coaching. A key area of focus in this workshop is how to Coach for Growth.

Two key messages in the workshop are:

1. Coaching is a style of communication
2. Coaching starts with questions

Process: This workshop combines individual reflection, application and small group practice to maximize the practice opportunities and skill development of leaders as coaches.

Payoff: Upon completion of this workshop, participants will:

- Explore coaching as a highly effective style of communication.
- Understand how and why coaching works.
- Examine two different types of coaching.
- Practice a six-step process and key skills to coach others effectively.

WORKSHOP 3: Communicate By Design

Purpose: *Communicate By Design* teaches leaders how to coach others who are falling short of expectations in terms of behavior or performance. We call this Coaching for Improvement.

Leaders will gain the competence and confidence to conduct difficult conversations about unmet expectations with calmness and respect.

Effectively delivering these coaching conversations is important because they help others achieve higher levels of performance and success on the job.

Process: Participants practice our six-step coaching process with specific emphasis on how to apply it when Coaching for Improvement.

Payoff: Upon completion of this workshop, participants will:

- Learn how to confidently and competently Coach for Improvement.
- Explore two key factors that make Coaching for Improvement difficult.
- Overcome common pitfalls when you Coach for Improvement.
- Practice and apply the six-step coaching process to Coach for Improvement.

WORKSHOP 4: Understand Your Leadership Style

Purpose: *Understand Your Leadership Style* helps participants see the impact behavioral style has on the ability to communicate effectively with others.

Style awareness helps leaders understand that they have a responsibility to become versatile in how they interact with the world around them, particularly with their own employees.

Process: This workshop incorporates the use of the DISC Interpersonal Style Report, analysis of the report and application to workplace situations involving individuals with different styles.

Payoff: Upon completion of this workshop, participants will:

- Understand the impact of different behavioral styles.
- Have an awareness of their natural style tendencies.
- Know how to identify the styles of others accurately.
- Increase awareness and tolerance of different behavioral styles.
- Apply specific strategies to work more productively with others.

WORKSHOP 5: Create a Culture of Employee Engagement

Purpose: In 2017, it was reported that disengaged employees cost organizations \$450 - \$550 billion annually (officevibe.com).

Create a Culture of Employee Engagement helps leaders understand the impact they have on employee engagement and introduces them to six strategies for creating a culture of engagement.

Process: Participants will measure their own engagement at work, as well as the engagement level of their team.

Through an introduction to a list of six strategies to create a culture of engagement, participants will have an opportunity to share knowledge and best practices.

Payoff: Upon completion of this workshop, participants will:

- Recognize the compelling link between employee engagement and business results.
- Have a clear definition of what employee engagement is and why it is important.
- Understand one's own individual level of engagement and the engagement level of their team.
- Be equipped to implement six strategies to create a culture of engagement.
- Have tips and strategies to use immediately as an individual leader to increase employee engagement and overall results.

WORKSHOP 6: Maximize Performance 365 Days a Year

Purpose: *Maximize Performance 365 Days a Year* builds participants' skills in order to maximize employee performance, day in and day out, all year long.

Participants explore the three key components of the Performance Management Cycle:

1. Setting expectations and goals
2. Monitoring efforts and results
3. Coaching and reviewing performance

Process: Through a combination of individual and group activities, participants explore each component of the Performance Management Cycle and develop an action plan to increase team clarity, motivation and effectiveness.

Payoff: Upon completion of this workshop, participants will:

- Know the ongoing, interdependent activities needed to maximize employee performance 365 days a year.
- Develop a plan to communicate broad expectations to all employees.
- Understand the key types of goals that need to be established for employees and how these goals relate to expectations.
- Recognize the importance of using consistent monitoring and communication strategies every day to ensure their employees achieve expectations and goals.
- Examine strategies for coaching and reviewing performance.

WORKSHOP 7: Support Yourself and Others Through Change

Purpose: *Support Yourself and Others Through Change* explores the dynamics of change, resistance to change and how leaders can better help themselves and others navigate through change as effectively and efficiently as possible.

A key focus of this workshop is teaching participants how to coach others who are struggling with change situations in the workplace.

Participants are introduced to the rational and emotional aspects of change and why change is necessary for a business to thrive. This workshop covers the predictable reactions of employees who may be struggling to move forward and how leaders can provide support and advance acceptance.

Process: Participants apply two change models to a unique change-related challenge within their organizations. They will explore barriers that prevent acceptance to those changes and create and discuss potential solutions with the other participants.

Payoff: Upon completion of this workshop, participants will:

- Understand the need for continuous change, along with the predictable dynamics of change.
- Be familiar with typical reactions to change, especially of employees who are struggling.
- Identify current change-related challenges in the workplace.
- Have an action plan to address a current change issue within their organization.
- Learn how to coach others through change.

WORKSHOP 8: Resolve Conflict

Purpose: *Resolve Conflict* equips leaders with an understanding of conflict, so they are more comfortable managing it proactively and productively.

This workshop teaches conflict types, behaviors and reasons and the five methods of dealing with conflict. A key outcome of the workshop is the development of conflict resolution strategies for current workplace challenges.

Process: Participants will complete the Thomas-Kilmann Conflict Mode Instrument as part of this workshop. This workshop also includes a variety of interactive discussions and small group activities.

Payoff: Upon completion of this workshop, participants will:

- Understand conflict and why it occurs in organizations.
- Compare and contrast the five modes of conflict.
- Develop strategies and an action plan to overcome an existing conflict.

WORKSHOP 9: Create Productive Meetings

Purpose: *Create Productive Meetings* helps leaders become more intentional about how they create, manage and influence the effectiveness of meetings they facilitate and attend. Special emphasis is placed on leaders as change-agents who can positively improve the overall meeting culture within their organizations.

Process: Participants explore and examine a variety of simple, proven elements for structuring effective meetings, and they practice applying those elements to meetings they encounter in the workplace.

Participants also work on strategies to enhance meeting participation, interaction and communication so that meetings become more engaging and impactful.

Payoff: Upon completion of this workshop, participants will:

- Understand key elements of a productive meeting.
- Know how to structure meetings in ways that heighten meeting effectiveness.
- Be prepared to employ meeting processes for better participation and communication.
- Make meetings they facilitate and attend highly productive and action-focused.

WORKSHOP 10: Solve Problems, Make Sound Decisions

Purpose: As a leader in an organization, solving problems and making decisions are two critical skills for success. Yet, the way we approach the process of problem-solving and decision-making can make or break our business, our teams, even our careers.

Solve Problems, Make Sound Decisions explores proven and effective tools for solving business problems and making sound decisions.

Process: Participants identify a real-time business problem as their personal case study for the workshop and practice various tools and methods for solving the problem.

Participants come away with a repeatable four-phase process that involves clarifying the problem, generating ideas, deciding on a course of action and testing the decision.

Payoff: Upon completion of this workshop, participants will:

- Be able to explain the relationship between problem-solving and decision-making.
- Know how to clarify business problems more accurately.
- Overcome their assumptions and other traps that get in the way of effective problem-solving and decision-making.
- Be equipped with new tools to generate alternative solutions to problems, evaluate those solutions and create a problem-solving action plan.



WORKSHOP 11: Focus Your Team

Purpose: The day-to-day whirlwind of activity in organizations makes it very difficult for leaders to ensure that their teams are working on what's most important.

Focus Your Team teaches leaders how to heighten productivity by focusing on what matters most to drive the team and business forward.

Process: Through a combination of group and individual exercises, participants explore methods and strategies for enhancing team effectiveness and productivity.

Payoff: Upon completion of this workshop, participants will:

- Understand the importance of “focus” for maximizing team productivity.
- Know who their customers are and understand how that knowledge defines the team’s “mission of service.”
- Be armed with strategies for helping team members think differently about how and where they apply their efforts to priorities and projects.
- Have an action plan and tools to use with team members for focus and productivity.

WORKSHOP 12: Lead By Design

Purpose: *Lead By Design* allows participants to synthesize their leadership development experiences over the past year and measure their growth as a leader.

Process: Participants will have the opportunity to reflect on their participation in the Leadership Development Series. The session is highly interactive, with a variety of activities designed to maximize review of content, reinforcement of skills and application of material to real-life challenges.

Payoff: Upon completion of this workshop, participants will:

- Have a summary of the key content from the leadership development workshops they have attended.
- Have a comprehensive plan for addressing a complex, current leadership challenge through the application of key knowledge and skills gained from the prior workshops.
- Understand their current strengths and opportunities for continuous improvement as a leader.
- Use their 360-degree feedback to complete a leadership development plan.

“I’ve been working with Living As A Leader for about 4 years now and owe much of my success over those years to their guidance and coaching. Becoming a leader for the first time can be a daunting experience, but Living As A Leader has provided me with tools and techniques to successfully navigate the waters.”

– Leadership Development Series participant

Frequently Asked Questions

What separates Living As A Leader from other providers of leadership development services?

At Living As A Leader, our mission is to provide concrete, relevant services to support leaders at all levels of an organization in a steady-progress-over-time fashion.

Our customers consistently mention four key reasons that contribute to their high levels of satisfaction and continued partnership with us:

1. Our process. We are not event-based trainers. Our intentional process combines training plus coaching plus learning reinforcement tools to maximize sustainability.
2. Our steady-progress-over-time approach. Customers appreciate this approach given the busy schedule that most leaders face daily.
3. Our relevant content. We strive to put ourselves in the shoes of leaders and the employees they serve and to provide them with content, models and skills that work in the real world.
4. Our skilled facilitators and coaches. While many professionals believe it would be fun to work for us, we are deliberate and careful in our selection of trainers, coaches and consultants. Each member of our leadership team has a proven track record of success in the leadership development arena.

How important is it that our senior leaders participate?

Extremely. When senior leaders do not participate, it is inevitable that a participating leader will ask, "Why aren't our senior leaders participating in this?"

The question the senior team can ask themselves is, "What kind of message do we want to send about the importance of this?"

How do the leaders of leaders support the process?

Leaders of leaders are participating in the process themselves and have other participating leaders who report to them also involved in the process. The leaders of leaders have a role in the accountability for application of what is being learned.

Some examples of leaders of leaders' activities include:

1. Ask for the participant's takeaways immediately after each workshop.
2. Hold leaders accountable to complete their application activities.
3. Have short discussions about leadership topics at each team meeting.
4. Encourage participants to give more feedback, both positive and re-directing, to their direct reports.

What if someone in our organization misses a workshop?

Leaders who miss a session can plan for the following:

- Receive a copy of the materials
- Complete the workshop using our eLearning technology

What happens when leaders complete their participation in the Leadership Development Series?

Over the years, a frequently asked question at the end of the process is, "Now what?". Most of our participating leaders grow accustomed to the steady support of their facilitator, coach and peer group.

We offer additional follow-up services and reinforcements for graduates of the Living As A Leader Series such as one-on-one coaching packages, the Leadership Blog, YouTube videos and the Leadership Community Facebook group where members can interact and have their questions answered by our coaches.

What Our Clients Say About Us

I sought out Living As A Leader after vetting no less than seven other leadership training programs. This one is the real deal.

They do not strain the student with high-minded philosophy but instead translate time-tested management principals into easy-to-understand concepts that are immediately applicable.

The coaching sessions really drive home the lessons. It adds accountability to your personnel and reinforces what is taught in the workshops. It allows time for your people to try, fail, succeed and then reflect on what went right or wrong.

LAAL becomes a partner to your company and sticks with you.

- Director of Safety and Training,
6000-employee glass manufacturing company

The Living As A Leader Series offered our business leaders a common language to enable them to achieve company goals as we were experiencing significant growth through acquisition. As a result, relationships between the leaders improved as did the overall culture.

By strengthening the leadership team, our company effectively brought the new locations into our culture in half the time of previous acquisitions, with less than five percent employee turnover.

- Director of Marketing, Communications and HR,
150-employee truck dealership

Employee engagement is up. Absenteeism is reduced. Our teams are more productive. We see clearer expectations, fewer meetings and better interpersonal skills among staff.

I find myself less likely to say, "I need to call a headhunter to fill a role." Instead I ask, "Who can we develop?"

- Factory and Distribution Center GM,
5000-employee international adhesives company

When we embarked on a search for the best partner to develop our leadership program, Living As A Leader came highly recommended from multiple referrals.

While we are only one quarter into our year-long, customized program, I am already observing the skills at work, not only from the participants but from their leaders as well!

I couldn't be more pleased with the content, facilitation and program design.

- VP of HR,
integrative thinking healthcare company

We searched for years to find leadership development that would be a continuous process and not just a seminar.

Our three groups, comprised of 15-16 participants each, that went through the process saw benefits as each workshop built on the others, and over time their management skills were developed to become a way of life and of doing business.

It was valuable to have reinforcing coaching sessions, allowing the participants to work on their individual leadership skills and address their current situations.

We found the two Living As A Leader coaches adept at understanding our business and culture, which was vital to developing our managers.

- HR Director,
1000-employee manufacturing company



We apply a systematic approach to building a sustainable leadership culture in a steady-progress-over-time fashion. We maximize productivity, fulfillment and retention through effective leadership.

When you're looking to develop just one or two leaders at a time, consider our Public Leadership Development Series.

We also offer the Emerging Leader Series to develop your influential, high-performing employees.

Learn more at www.livingasaleader.com

Contact us for more information.

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