



# Leadership and Management



## INTRODUCTION

In today's dynamic workforce, there are a lot of demands on leaders and management teams. Their responsibilities include; facilitating change management, reducing the negative effects of mergers, downsizing or rapid expansion. They also need to understand and motivate their staff and others in the organization. In other words, they need to lead their department and company with inspiring leadership skills and techniques.

This course will equip supervisors, team leaders, and managers with leadership skills that will strengthen their role as the critical link between strategic goals and tactical performance. Through this development program, supervisors and managers will learn the skills necessary to lead their teams to success.

Too often, managers promote their best agents to be supervisors without equipping them with vital new leadership skills that will determine their success in their new job role.

This practical course is designed to reflect the "aim frame" of managing expectations and projects as a mindset as well as an activity. It assumes that "managing" is more than a hierarchical title; it is a state of thinking, responding, and acting. Participants will learn and apply management concepts, techniques, and tips to communicate, direct, coach, mentor, entrust, and lead others in routine situations and during challenging times of change. They will acquire tools for managing influentially and receive constructive feedback from their facilitator and peers.

Using case studies, discussions, team activities, paired exercises, management simulations, and self-assessments, participants will learn and practice influencing others assertively, diplomatically, and powerfully. Participants will give and receive feedback for communicating expectations, coaching staff to develop their skills, providing advice and options, and helping bring about change despite resistance from others.

## Format

This program incorporates practical learning using the "CARA" technique for learning (concept, application, review and reflection, action planning). Participants will learn actively from discussions, team activities, leadership and coaching simulations, technique practice and feedback, videos, self-assessments, lessons learned, and action planning.

## Core Program Premise

This practical and highly-interactive program is based on the premise that there are three key levels involved for managers to lead and manage others most effectively and efficiently:

- **Thinking** – with a leadership and management mindset and self-awareness
- **Responding** – as a leader and manager versus a "subject matter expert" through style adaptation and emotional intelligence to motivate and inspire others for peak performance
- **Acting** – as a leader and manager by being more proactive than reactive, especially when dealing with obstacles and conflict

## Program Objectives

This program is designed to teach you how to:

- Inspire high performing and engaged teams
- Understand the four leadership styles
- Motivate team members and yourself
- Provide and reinforce positive and productive behaviour through praise and reprimand
- Learn and practice new concepts and techniques for handling people more effectively in a management and leadership capacity
- Acquire access to unique tools and techniques to use for giving feedback, conducting performance appraisals, coaching, mentoring, and disciplining staff
- Handle difficult and challenging people and situations with reduced stress by using a variety of proven assertiveness and conflict management techniques
- Delegate with more focus and confidence to achieve buy-in and commitment from others

### Highlights You Will Learn

- Enhance team productivity to achieve performance goals
- Provide necessary feedback constructively with diplomacy and tact
- Reduce the time required for conflict resolution
- Mentor and coach to create a performance improvement culture
- Model change proactively as a transformational leader
- Complete a management communications profile to identify your strengths and areas for development
- Receive tips, guidelines, summaries, templates, and checklists for directing team performance, influencing others, managing stress, and leading change
- Communicate with more focus and flexibility

### QUICK FACTS

#### Who Should Attend?

This program is designed for Directors, Managers, Supervisors, and Team Leaders who will gain the tools and knowledge needed to improve their people management skills.

#### Number of Days

2.0 Full-Days

#### CCSP® Designation Qualified Course

Yes

#### Training Format

Our interactive and engaging workshops leverage adult learning principles to ensure sustainability of training. Our training approach is comprehensive, engaging and designed to enable a productive and inspiring experience for participants. This is accomplished by embedding select training techniques, including but not limited to:

- Team Building Activities & Breakout Sessions
- Self-Assessments & Quizzes
- Client-Specific Role Plays
- Case Studies Materials and Resources



## Module 1.0 – Leadership Style Self-Awareness Assessment (Pre-Training)

Pre-training assessment to activate your thinking and to identify individual leadership styles, techniques, strengths and gaps.

- Identify personal leadership style
- Learn how to capitalize on style strengths
- Discover how to minimize style trouble spots
- Learn how to "flex" personal style to interact most effectively with others



## Module 2.0 – Understanding Your Role

This module introduces the foundational leadership skills and techniques that are essential to building high performance teams.

- Leading others in service management: allocating time for task and relationship activities
- Unique challenges and rewards of supervision and management
- Directing others to follow guidelines, policies, and complete requirements correctly and on schedule
- Coaching others to enhance work performance, productivity, and customer/employee satisfaction
- Mentoring others with high competency and commitment through brainstorming, collaboration, and advice
- Entrusting others who are self-directed



## Module 3.0 – Directing Others

How can you best identify and adapt to others' styles with flexibility to inform, influence, engage, and set expectations with them assertively and diplomatically.

- When to choose: advantages, and disadvantages
- Tips: do's and don'ts
- Directing assertively: two techniques
- Communicating in the directive style using email: guidelines for effectiveness
- Leading meetings: tips and techniques for directing changes and performance



## Module 4.0 – Coaching Others

What are your strengths and limitations as a leader, manager and coach? How do you currently operate, and what do you want to become?

- When to choose: advantages, and disadvantages
- Recognizing work styles: the four styles and how to identify and adapt
- Tips: do's and Don'ts
- Coaching others diplomatically: guidelines for giving and receiving feedback
- Communicating influentially as a coach: two techniques



This program is available on site and customized to your specific needs.

**Contact us for details.**

Phone: 905-477-5544

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# SUGGESTED COURSE CURRICULUM



## Module 5.0 – Communication for Better Relationships

The lesson, “it’s not what you say but how you say it,” is one that can take some people years to understand. This module teaches participants how to structure and engage in conversations that foster strong relationships.

- Understand and use an effective communication process
- How to be assertive and diplomatic while avoiding volatile words and phrases
- Effective questioning techniques
- Active listening to identify the real message
- Use language that will be better received
- Say “no” in ways that reduce conflict and eliminate phrases such as “I am too busy” and “I don’t know”
- Master appropriate body language



## Module 6.0 – Motivation and Team Building

This module equips participants with a foundation of strategies that will help you motivate staff with a high level of professionalism and courtesy.

- Principles of motivation
- Motivation theories and their application
- Motivation through goal setting
- Guidelines for setting SMART goals
- Self-actualization in the team
- Team building process
- Dealing with internal and external politics
- The Team Leader as a facilitator, mediator & negotiator
- Entrusting others: two approaches



## Module 7.0 – Leading Change

Managing change can be difficult for everyone. Good leaders know how to encourage their teams to embrace and prepare for change. To lead change, great leaders need to be able to:

- Develop their team: the five team development stages and relative productivity levels to expect
- Balance “task” with “relationship” activities to enhance team performance
- Lead teams through each stage using directing, coaching, mentoring, and entrusting methods
- Build team synergy, develop teamwork, and get buy-in and commitment with diverse generations



## Module 8.0 - Handling Resistance

How can you gain buy-in for compliance or commitment from people that are diverse, and sometimes “difficult”? How do you deal with change, and what are the techniques that will keep people happy and motivated?

- The four causes and types of “resistance” and how to identify each one
- Managing resistance: two techniques
- Addressing and resolving conflicts efficiently: do’s and don’ts
- Dealing with resistance and conflicts at meetings: checklist
- Minimizing “email wars”: guidelines
- Managing conflicts most effectively: two techniques



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## Module 9.0 - Taking Care of Yourself

Becoming a leader starts by learning the “aim frame” skills of managing expectations as a mindset and an activity. The module sets you up for long-term success as a leader.

- Avoiding “burn-out”: causes and symptoms
- Keeping your work style in check: tips
- Using all sides of your brain: productivity management techniques
- The importance of having a “mentor”
- Stress management techniques that work



## Module 10 - Maintaining a Respectful Work Environment

This module will articulate the standards and expectations for everyone to promote and improve a respectful workplace environment.

- Understand organizational structure and internal functional roles
- How to communicate and work with your team and cross-functional teams
- Recognize external responsibilities including Legal and Health and Safety
- Knowing the penalties of non-conformance
- Taking ownership, being accountable, recognizing urgency



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