

***Emerging/Existing Leader/Manager Development Program Description
(E²LDP)***

The challenges facing business leaders and managers in the new economy is daunting. Leaders will have to do more with fewer resources; recruit, motivate and retain employees with tighter budgets in a more competitive talent marketplace; and be innovative improve productivity while containing costs to remain competitive. Strong leadership and management skills will be needed to meet these challenges. Managers must be able to execute their managerial duties effectively to lead multi-generational teams.

The **E²LDP** has been developed to help emerging leaders and managers become more effective and confident, ready to accept increased responsibility. This is a practical program teaching basic management skills that can be immediately applied and measured.

Existing leaders and managers need to enhance and strengthen their skills if they are going to continue to lead their teams to success. The skills that produced success in the past are not necessarily the skills that will produce success in the future. The **E²LDP** has been designed to build enhanced skills for the emerging leader or manager.

Each **E²LDP** program is facilitated by Mark Ernst who will guide the class, arrange for outside speakers, and customize the curriculum to meet participant and company requirements.

Methodology:

- After the participants have been selected, each will participate in a self-assessment interview to identify their strengths and areas for improvement. Each participant's manager will be interviewed to identify the participant's strength and areas for improvement. Both the participant and manager will identify specific goals for the training program.

At the start of the program, Mark will reconcile the goals formalize them into a training plan with specific outcomes for each participant. During the training Mark will evaluate and give the participant feedback on their progress with the plan. At the conclusion of the program Mark will prepare evaluation of each participant's results in achieving the plan.

- Each participant will receive 3 one hour coaching sessions focused on their progress in achieving the goals identified in their training plan. The three coaching sessions will be scheduled throughout the program, with one at the beginning, one during the middle, and one at the end. The contents of the coaching are private between the coach and participant. The Training Plan is to be shared with the participant's manager and coach. The training plan may be shared with other participants based upon consensus of all participants.
- Initially there will be two full-day sessions followed by a full-day session every other month for a total of seven full-day sessions. Participants will attend and be expected to participate in each session. Each workshop will have time for individual skill practices to learn the material and each class will conclude with a formal evaluation of the material and instructor.

- Between the monthly workshop sessions, participants can arrange coaching sessions, and call the facilitator to ask for help or guidance. Participants will be expected to implement subjects learned during the workshop.
- Another important component of the program is that team members will be expected to hold each other accountable for taking planned action between the formal workshop sessions. We will explore with all participants their level of comfort with peer accountability and define what responsibility is appropriate for the group.

Eligibility Criteria:

- Emerging Leader and Manager Participants will have worked in one management position or are soon to move into a managerial role. Minimally, they will understand the role of a manager and have the maturity and capacity to fill that role.
- Existing Leaders and Managers may be an executive, or a department head who wants to improve their effectiveness, prepare for greater responsibility, and/or needs help addressing past management/leadership challenges.
- All participants must be able to fully engage in the workshop and coaching meetings and complete assignments on time.
- Participants must be ready to grow into the next phase of their career.

E²LDP GOALS

Developing Leadership and Management Skills

These will be the topics covered in the 7 monthly full-day sessions. Managerial effectiveness depends on the manager being able to effectively use these skills.

- 1. Intro Session: The Role of the Manager and Building Trust Under Pressure.** The role of a manager is a complex role as it involves some individual work but primarily they are responsible for the results of the work of others. Spending time discussing the role of a manager and leader is important because it sets the stage of why they are in a program learning these skills. This first module, helps leaders understand today's key organizational pressure and challenges. It teaches the participants six "Basic Principles" that help maintain a positive work environment even under pressure. These principles can be used in any interaction with another person to help make the communication more effective.
- 2. Clarifying Performance Expectations.** In order for the team to achieve they must have clear performance expectations and goals. These clear expectations and goals are also required to have accountability and to drive high-performance within the team. Participants will develop a good working understanding of expectations including: setting them and how to communicate them with the team during skill practice role playing.
- 3. Correcting Performance Problems.** Correcting performance and behavior problems requires special skills that without formal training most leaders and managers don't know. As a result, most leaders typically avoid dealing with problems until they erupt into more serious issues. The delay in handling these performance or behavior problems often creates serious morale, employee engagement, and potential legal issues. Handling performance and behavior issues timely and correctly has a greater likelihood of getting the poor performer back on track. This module teaches the steps for an effective performance discussion and allows the participant to practice in facilitated role plays to learn the skills in real-life situations.
- 4. Leading Effective Meetings.** A key part of managing any team is conducting effective meetings that are efficient and energize the participants and holding the team members accountable for their commitments. The participants will review the 4 types of meetings proposed by Lencioni in his book, "Death by Meeting." During the workshop participants discuss their meetings, what works well and what doesn't, and how to apply Lencioni's ideas to make their meetings more productive.
- 5. Feedback and Coaching using Needs Based Feedback.** Managers must be able to give timely and frank feedback if they are to manage a high-performance team. We will discuss the elements of effective feedback and give participants the opportunity to practice giving both positive and constructive feedback during skill practice sessions. The other skill a manager must master is that of coach. Participants will learn the essentials of coaching and why that is a superior method of guiding the team to achieve high-performance.

6. **Building the Team.** In order for the leader to be successful they must be able to manage their team to achieve the goals. Managing the team means knowing what behaviors damage teamwork. Using the material in Patrick Lencioni's book "The Five Dysfunctions of a Team" we will explore those five behaviors that damage teamwork and the manager's role in addressing these.
7. **Rewarding Success, Retaining, Motivating and Recognizing the Talent in Others.** Recognizing and rewarding high-performance is a key to maintaining it. Participants will learn more effective methods of recognizing performance using both financial and non-financial tools. We will discuss the different "currencies" that can be used to reward success. Participants will also learn the importance of aligning the recognition and reward systems with the performance management systems to ensure consistency in the overall management process. It is important to keep in mind you will get what you pay for, but will people be doing it the right way. We will use the recent example of Wells Fargo and how pressure on results and incentives drove poor choices.
8. **Leading Change and Understanding the impact of culture on change.** Leading change initiatives and understanding the impact change has in the workplace are critical skills necessary for the successful leader. This workshop focuses on the change process identified in the McChesney, Covey & Huling book "The 4 Disciplines of Execution." Participants will examine current or prospective change initiatives and how to apply the 4 Disciplines to that initiative.

Other modules can be substituted based upon the needs of the company. For example, modules such as interviewing and selecting candidates, evaluating performance, and managing managers are available.

Assessment Instruments and Book List and Bibliography (2017-2018)

Assessment Instruments and Tools:

- Myers Briggs
- DISC
- The Grove Personal Compass® visioning and goal setting workbook (optional)
- Self and Managerial performance feedback
- Skill Gap Assessment (optional)

Book List

- *The Five Dysfunctions of a Team* by Patrick Lencioni
- *Death by Meeting* by Patrick Lencioni
- *That is Not How We Do it Here*, by John Kotter
- *The Four Disciplines of Execution*, Chris McChesney, Sean Covey, Jim Huling
- *Love'em or Lose'em* by Beverly Kaye
- Other books, articles or book summaries based upon participant's needs

Videos:

- TBD

Fees for the program:

The total fees for the program are: \$4,995 per participant if all books and materials are purchased by the company. The fees include all assessments (pre class participant and manager, DISC, MBTI), pre class prep and post class report including summary of class evaluations, development of participant training plan and managing the participant to achieve the plan, and 3 hours of coaching per participant. Total investment would be \$_____ for ___ participants.

Fees are paid as follows: 10% \$_____ upon signing the proposal with the balance of \$_____ due at the start of the first class unless other arrangements have been made.

Approved Program

Date

Mark Ernst, Principal Ernst Enterprises, LLC

Date