

Leadership Connections:

Engaging Performance™

Management Development Program



Research ♦ Application ♦ Results

Rising Above Mediocrity!

Mediocrity: The state of being only ordinary, average, or of moderate quality; neither good nor bad; barely adequate; good enough to get by.

Exceptional: Extraordinary; unusually excellent; superior; ***Being the Best!***

Having effective managers who can lead and engage their employees is critical to the success of any organization. But the current research is clear; too many organizations fail at turning their managers into effective leaders, and too many organizations fail at engaging their employees. ***This results in a tremendous blow to the bottom line.*** If organizations could increase the effectiveness of their managers, they could increase their organization's potential dramatically!

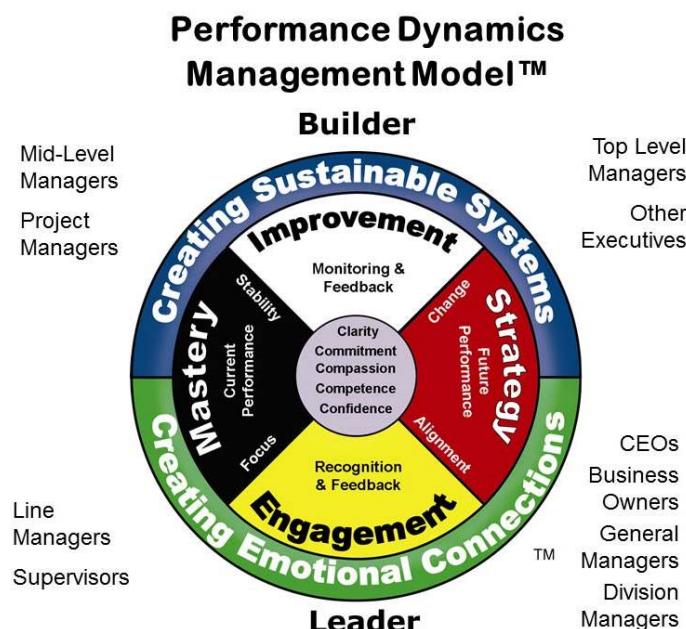
The Challenge of Management Development

Many organizations are scrambling to place their managers in all sorts of development programs. These range from 1 and 2 day events, to sending them off for a full week of training. The problem with both of these approaches is that they try to deliver too much information to the managers at one time. This results in overload, almost insuring that little of what has been delivered is actually learned, and that even less will be applied when the manager gets back to their workplace.

Most programs also tend to focus almost exclusively on developing only the manager, and not on the relationships and skills of those that they lead, which will allow the manager to engage employees.

But **Leadership Connections: Engaging Performance™** overcomes all of these problems precisely because it is a long-term, well-planned process, designed to provide just the right amount of learning at the right time, coupled with application exercises that the manager conducts with their employees back at the work site. Our program also provides the individual assessments for both managers and employees, along with worksheets, action planners, and other tools that provide support for applying the lessons learned and putting them into action to build relationship and employee engagement.

We use our Performance Dynamics Management Model™, which is based on our more than a decade of extensive research on high performance organizations. This model helps managers understand the New Role of Management — becoming a Leader who engages employees, which leads to increased organizational performance.



Where in the organizational structure you are indicates which role you will tend to spend most of your time performing. But no matter where in the organization you are, your primary, or most important role, is always that of being a Leader.

The Average Organization wastes 37% of its payroll because of low levels of employee engagement. This results in about 25% more work being done in the average Exceptional Organization at no increase in payroll!

The Path to Performance™



Based on our extensive research, we have uncovered the four Elements, and the path that must be followed to develop them, that will unleash employee engagement. These are the things that managers must learn how to do well in order to increase organizational performance.

It begins with managers putting **People** at the Center, their employees, and **Building Trust** with them.

They must then connect their employees to the **Vision** of the organization; its Purpose, Values, and Goals.

Managers then must focus on their employees **Strengths** and develop those Strengths to help employees to become masters at what they do. One of the key tools in this phase is to *Accentuate the Positive* by finding what is working right and increasing the frequency of those things.

Managers must then develop **Personal Responsibility** in all of their employees and allow them to make decisions about their work.

These four things, Building Trust, a connection to Vision, a focus on Strengths, and developing Personal Responsibilities, are the four actions that managers must do on a regular basis if they are going to engage employees and increase performance in the organization. These are the things that are learned in **Leadership Connections: Engaging Performance™**

Here's Why Our Program Works!

Distributive Learning: Managers are not the only ones that are learning. As part of the process, they take what they have learned in the classroom back to their employees, engaging them in various activities and discussions. Not only do the manager's of your organization receive learning from the process, but **everyone on their team learns!** And the application exercises insure that what gets learned gets put into action, not left on a shelf.

Team Trustbuilding: As a result of the *Distributive Learning* approach, managers begin to build **Trust** with their employees, creating a relationship with them that leads to *employee engagement*. They also begin to help their employees work together more efficiently and effectively, helping them to understand each other and how they "fit" together. Over the long term of the process we actually are conducting Team Building in a way that no other "team building" training can accomplish. It is real-time and on-going, and **results in increased productivity!**

Customization: Because of the way **Leadership Connections: Engaging Performance™** has been designed, the implementation is **unique in each organization**. This means it will work for your organization because it is applied uniquely to your organization.

Contact Us Today to Learn More About *Rising Above Mediocrity*!

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Leadership Connections:
Engaging Performance™ is a
**Seven Elements of High
Performance™** Program.

The US Navy has adopted our model for use at the **Center for Naval Leadership** in all of their leadership development programs.



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The Following is a Learning Overview for Each Session in this Management Development Process

Sessions are one day in length, requiring approximately 6 hours of actual class time (excluding breaks and lunch). Sessions are conducted about 4 to 8 weeks apart, depending on the application exercises scheduled. This gives enough time to absorb the information and begin to practice the skills shared, yet not so much time between Sessions that skills are forgotten. This spacing of the delivery also allows participants enough time for completing homework assignments and following through with the Distributive Learning exercises, creating greater accountability.

Based on the *Path to Performance*™

Each Module Builds on the Previous One to Create a Powerful Learning Experience that Builds Engagement!

Session 1 – New Roles of Management: Program Introduction & Overview. Managers learn about Leadership and their role as a Leader. They learn about the impact that **employee engagement** has on organizational performance and understand the role that they, as managers, play in creating **employee engagement**.

Managers are introduced to the *Seven Elements of High Performance*™, the *Payroll Efficiency Factor*™, the *Performance Dynamics Management Model*™, *The Diamond of Engaged Performance*™, and the *Be-Do-Achieve*™models, which are the foundations for this program.

Session 2 – Putting People at the Center: Managers learn why creating relationships with employees is a critical factor in creating engagement. They learn about *Whole Person Dynamics*™, and understand how to adapt behavior to better interact with others and increase communication effectiveness.

Session 3 – The Power of Positive Relationships: Managers learn about the power of positive relationships and the new skills needed to motivate employees. They learn about the power of Catching People Doing Things Right and *Accentuating the Positive* in the achievement of goals.

Session 4 – Building Trust: Managers learn how to use *The Four Behaviors that Build Trust*™, a key factor for increasing employee engagement, and how to use *Whole Person Dynamics*™ to create open discussions about daily operational issues to improve performance.

Session 5 – Aligning Vision: Managers learn how to use *Whole Person Dynamics*™ to align the organization's Vision with the daily work of the team, connecting each employee emotionally to their individual work, their team's work, and to team and organizational performance and success.

Session 6 – Focus on Strengths: Managers learn how to apply *Whole Person Dynamics*™ to leverage and use Strengths and natural talents to enhance performance, as well as how to reduce negative conflict.

Coaching Session – A one-on-one meeting with RDS staff to review progress in the program.

Session 7 – Developing Personal Responsibility: Managers learn how to use the Personal Power model to encourage employees to take responsibility for the daily decisions needed to do their jobs. Fear is the single biggest factor limiting **Personal Responsibility/Personal Power** in an organization, and Managers learn how to utilize the needs of the situation and the willingness and ability of the employee to overcome those fears to develop Personal Responsibility and engage employees.

Session 8 – Sustaining Performance: Managers conclude the program learning about the systems and structures that will support employee engagement for the long-term, resulting in sustained performance.

Manager Participant Materials

- *Leadership Lessons From the Medicine Wheel* book
- **Leadership Connections**™ Workbook
- **DISC Behavioral Styles Management Profile** and Supplemental Reports
- **Team Culture Report** for their team
- **Worksheets and Action Planners** for use with employees to deliver employees' learning experience and facilitate team discussions to improve engagement and performance.

Distributive Learning

- Direct Reports get the **DISC Behavioral Styles Profile** and "How to Manage Me" Report
- Using the **DISC Behavioral Styles** Profiles, Managers begin to have discussions about Trust, Strengths, and Personal Responsibility with their team
- Managers meet individually to review and discuss "How to Manage Me" Reports w/ employees
- Managers debrief with the team its Culture Report

The Pricing for our 8-Day, 10 to 12 Month Program includes profiles and learning materials for the manager participant and materials for up to 10 of their direct reports.

We recommend a minimum of 10 and a maximum of 20 manager participants per class to provide appropriate classroom interaction and time for in-class activities and debrief and discussion of application exercises.

The Payroll Efficiency Factor™ for the average organization is 63%. If the Payroll Efficiency Factor™ is increased to the average of an exceptional organization of 78%, then the **Annual ROI is at least \$60,000 per year per manager**, easily recovering your investment many times over, and will keep giving you returns year after year! *