

Session 1: Collaborative Leadership



Introduction

- Name
- Role
- Something new about you

Core 7 Elements of Collaborative Leadership™



Learning Outcomes



- Build team trust and set program expectations
- Define effective leadership
- Understand leadership styles and when to use them
- Understand what roles different leadership levels should be playing in

What The Program IS (& What it is NOT...)

Is...

- Learning from your peers
- The chance for you to find what works for you
- Try out new approaches

Is Not...

- A quick fix
- A checklist
- The only way to look at leadership

What's In It for You



- What do you want to accomplish by participating in this program?
- What should you be able to do differently at the end of the program?
- How will participating in this program help the organization?

Program Expectations & Expected Outcomes

- Training dates
- Workbooks & resource materials
- Expectations for participation
- Application of learning

What attributes do you admire in leaders?



People expect you to have these attributes... but be realistic



Leadership



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What IS your “go-to” management style?

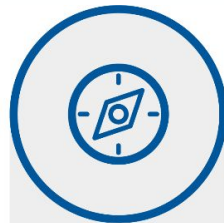


There are six types of management styles

- The **DIRECTOR** gains immediate compliance from staff
- The **VISIONARY** provides long-term direction and vision
- The **FRIEND** creates harmony among staff
- The **COLLABORATOR** builds commitment and consensus
- The **PACESETTER** sets a high standard of excellence
- The **COACH** provides long-term development



Director



Visionary



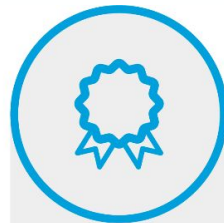
Friend



Collaborator



Pacesetter



Coach

Discussion

- Which style do you use most?
- Which style do you rarely use?
- Which style do you want to develop?

Activity:

- *Read through the development tips for your selected style (pg. 7-10)*
- *Share 3 tips you are going to implement*

You will need to adapt your style as you move through the Leadership Pipeline

Level	Focus	Key Activities	Outcomes	
Leading Self	Staff	<ul style="list-style-type: none"> Technical proficiency Professionalism 	<ul style="list-style-type: none"> Managing own time Work product 	<ul style="list-style-type: none"> Results through individual contribution Acceptance of culture, professional standards
Leading Others	Supervisor	<ul style="list-style-type: none"> Prioritization Communication Coaching & feedback 	<ul style="list-style-type: none"> Planning work Making time for staff Managing performance Developing others 	<ul style="list-style-type: none"> Results through individuals Success of direct reports Performance as a leader
Leading Managers	Management	<ul style="list-style-type: none"> Developing leaders Managing boundaries Holding others accountable 	<ul style="list-style-type: none"> Team planning and resourcing Supporting managers Developing leaders 	<ul style="list-style-type: none"> Results through teams Motivating others
Leading a Department	Execution	<ul style="list-style-type: none"> Listening and interpreting information Execution of strategy Delegation and trust Dealing with unknowns 	<ul style="list-style-type: none"> Communicating up, down and across depts. Leading through KPIs Participating in meetings 	<ul style="list-style-type: none"> Relationship building with department leads Collective performance
Organization		<ul style="list-style-type: none"> Driving growth & relevance 	<ul style="list-style-type: none"> Delegating tactical work 	<ul style="list-style-type: none"> organization

Source: "The Leadership Pipeline" by Ram Charan, Stephen Drotter, and James Noel.
The Leadership Pipeline Model is based on 30 years of consulting work with Fortune 500 companies.

Wrap-up

- What areas do I want to work on as a leader?
- Next Session

Thank You!



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End of Session 1



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Session 2: Vision & Expectations



Core 7 Elements of Collaborative Leadership™



REVIEW

Collaborative Leadership



Learning Outcomes



- Understand the role of the mission, vision and core values in organizational success
- Learn how to effectively set and communicate expectations
- Understand how to use the freedom scale to improve delegation
- Recognize the importance of KPIs and learn how to leverage them

Review Prework



*Revolution Group - Columbus, OH
Technology Consulting Firm*

- Why is vision important?
- How does your organization's vision impact you/your team?

Define Your Vision

- What is your vision for yourself as a leader?
- What is your vision for your team or department?

Expectations



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Activity



Why are clear expectations important?



What types of expectations do you have at work?

- What types of expectations are there?
- Are there unspoken expectations?
- Are there conflicting expectations?

How can leaders communicate expectations?



Communicating Expectations - The Four C's



Context

Defining overall purpose and how it fits into the broader vision



Clarity

Setting clear, measurable outcomes



Conditions

Explain level of autonomy, planned touchpoints and decision making ability



Commitment

Involve them in the discussion of the first 3 Cs to ensure buy-in

When delegating, you must be clear about their level of freedom

01 Act, routine reporting only



02 Act, but advise at once



03 Recommend then take action

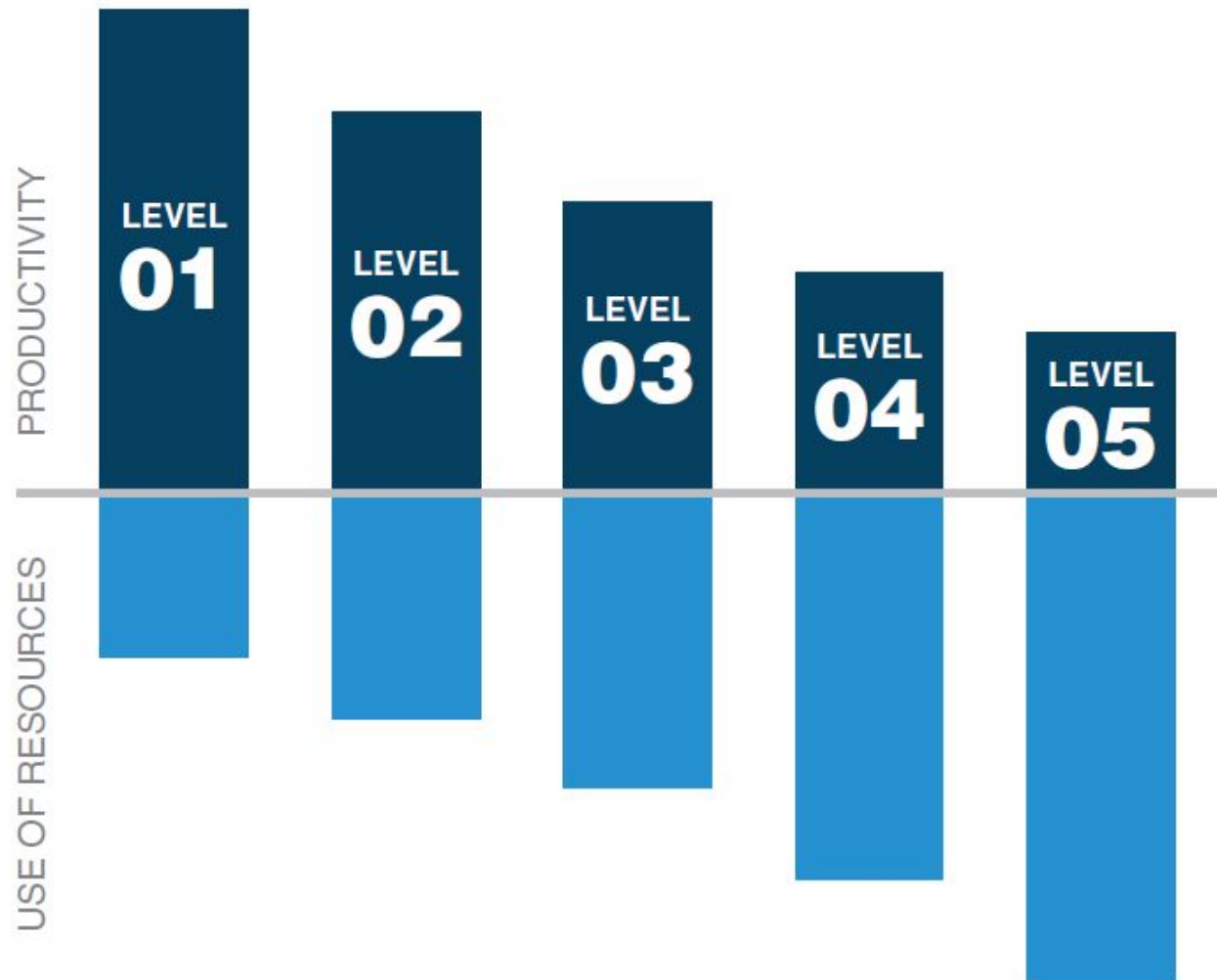


04 Ask what to do



05 Wait until told

Your team achieves the highest level of productivity with maximum levels of freedom



Setting clear expectations is especially important when delegating

1. Prepare in advance
2. Discuss the task to be delegated
3. Identify deadline of completion
4. Outline level of authority
5. Build in checkpoints or progress reports
6. Conduct a final debriefing

QUESTION

Now that you've
set *clear* expectations,
how do you know they
are being *met*?

ANSWER

Key Performance Indicators!

noun: key performance indicator(s)

a quantifiable measure used to evaluate the success of an organization, employee, etc., in meeting objectives for performance.

What makes an effective KPI?



What makes a KPI ineffective?

A mistake some leaders make is measuring because we are “supposed to” vs. this is something we are trying to improve or need to move forward.

Group Discussion

- What are the important measurements (KPI's) for my department?
- How do we measure them?

Wrap-Up

- What areas do I want to work on as a leader?
- Next Session

Thank You!



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Session 3: Communication



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REVIEW

Vision & Expectations

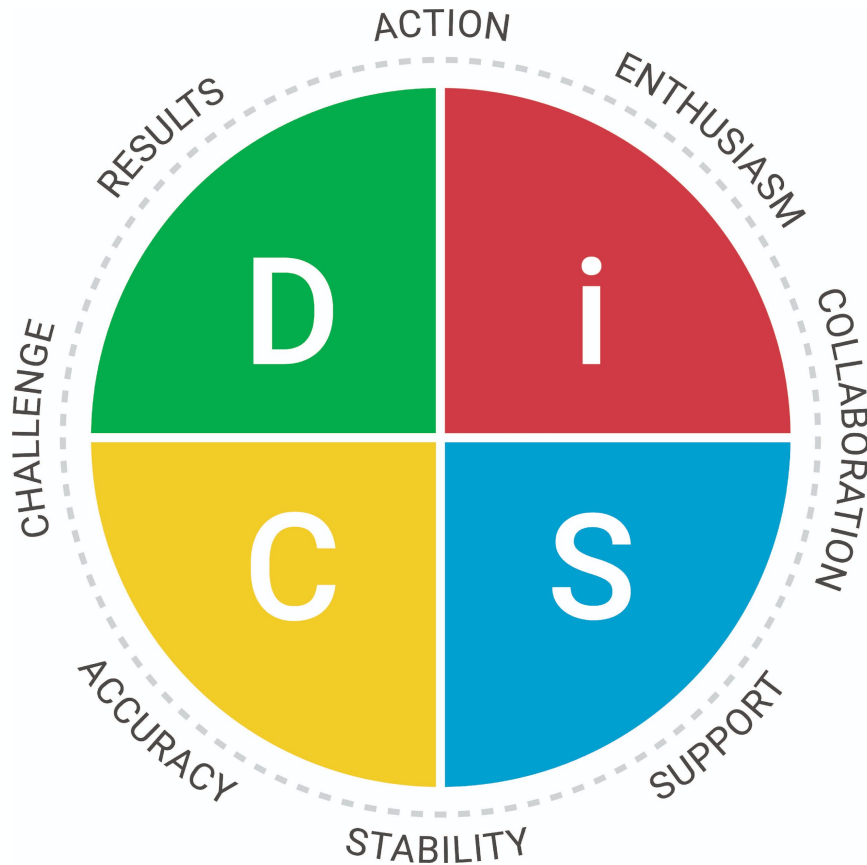


Learning Outcomes



- Understand how perceptions impact communication
- Determine how to work with others who have different communication styles
- Recognize common barriers in communication
- Understand the components of effective feedback

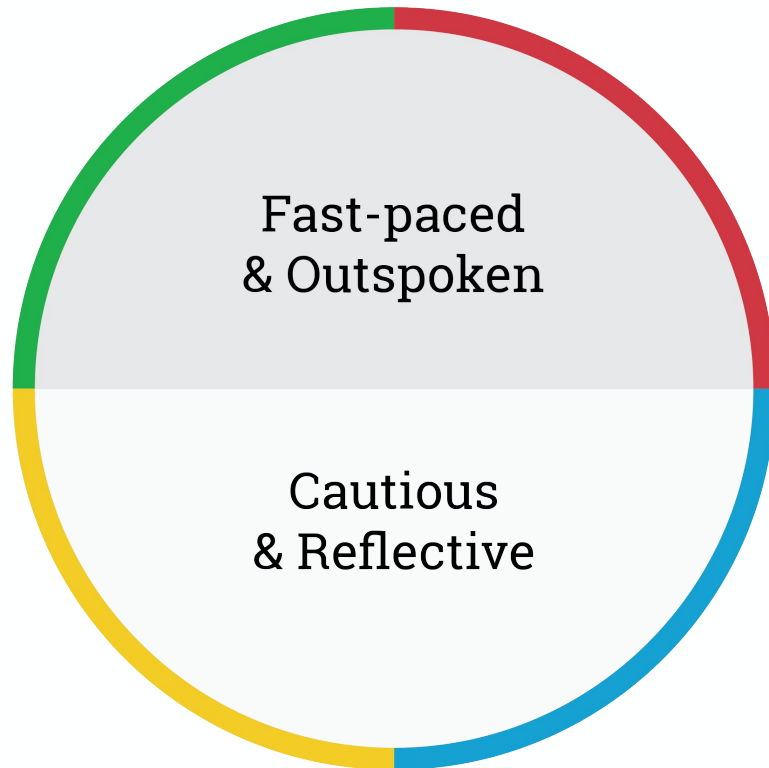
Review Prework



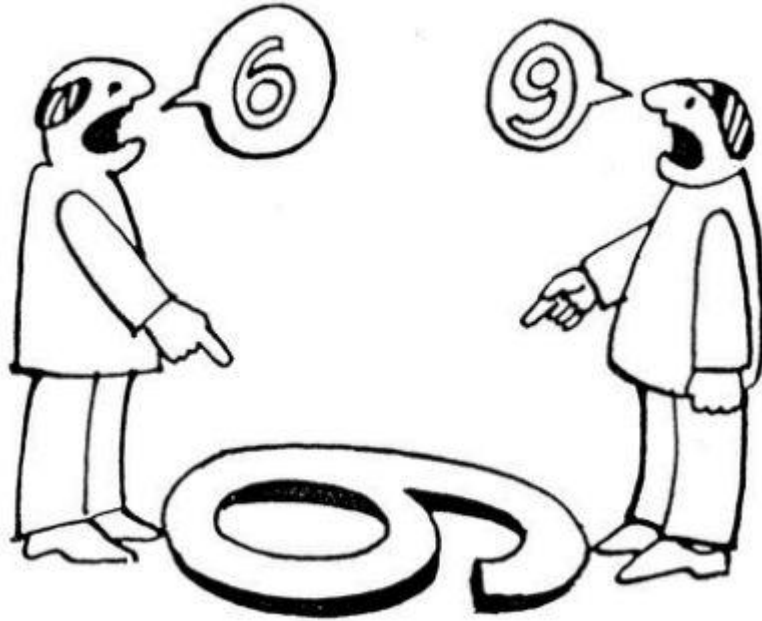
What is one thing that resonated with you from your DiSC profile?

Communication Styles

Prewrite Review: What three things did you write down that resonated from your profile?



Perceptions in Communication



- Do the descriptions on pg. 4-5 resonate with you?
- How might different perceptions impact communication if we aren't aware of them?

Let's see how our actions as leaders can discourage (or encourage) effective communication...



Think back in the past
30 days. . .

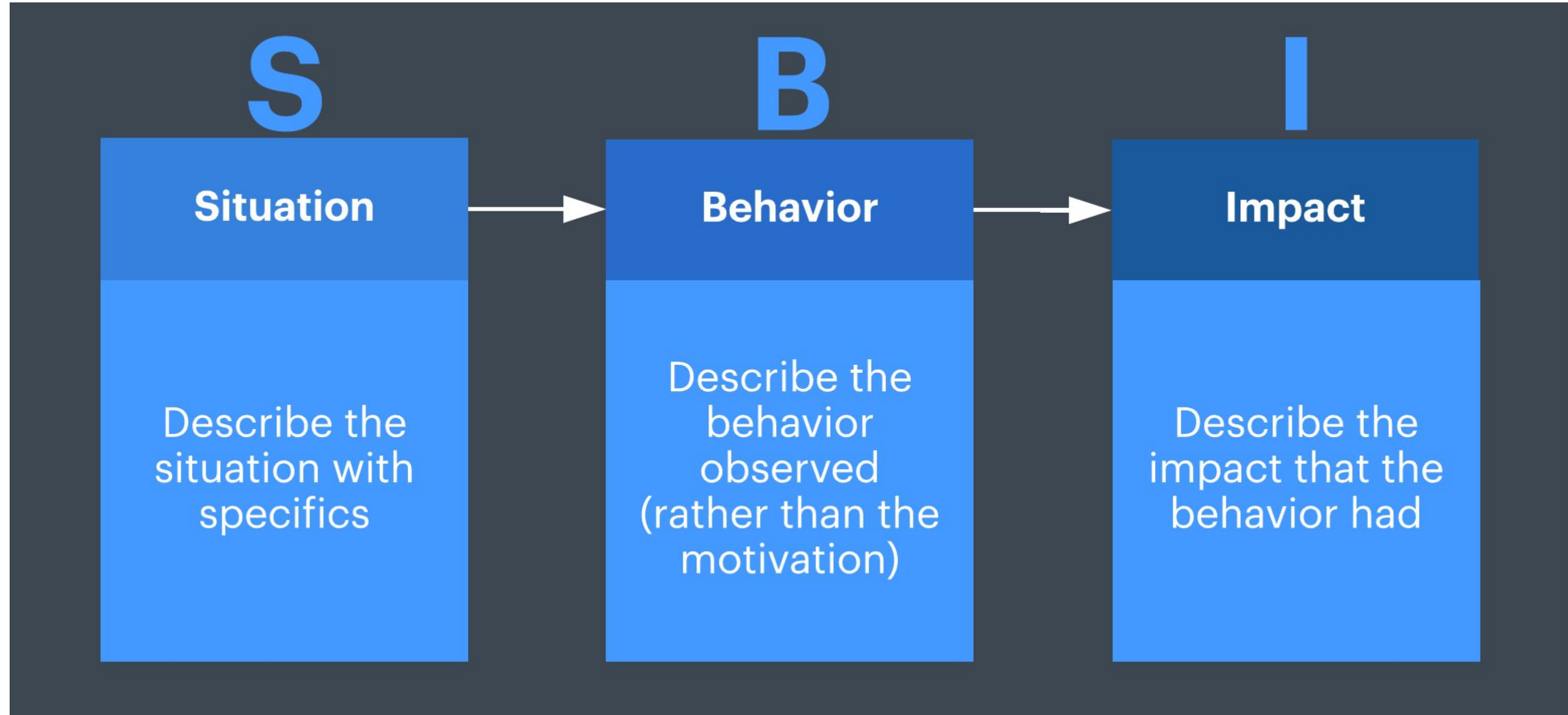
Circle any items below that you have
experienced from others

★ Star any that you have done
personally

Communicating feedback effectively is essential as a leader



Let's look at this feedback methodology



Pair up: Let's Practice

- Discuss example of when a character issue was not addressed
- Role play having the conversation
- Give each other feedback

How should we respond to emotion during feedback?



Wrap-up

- What areas do I want to work on as a leader?
- Next Session

Pair up: Let's Practice

- Choose one of the three emotions listed
- Take turns role playing addressing the emotion

Thank You!



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End of Session 3



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Session 4: Accountability



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REVIEW

Communication

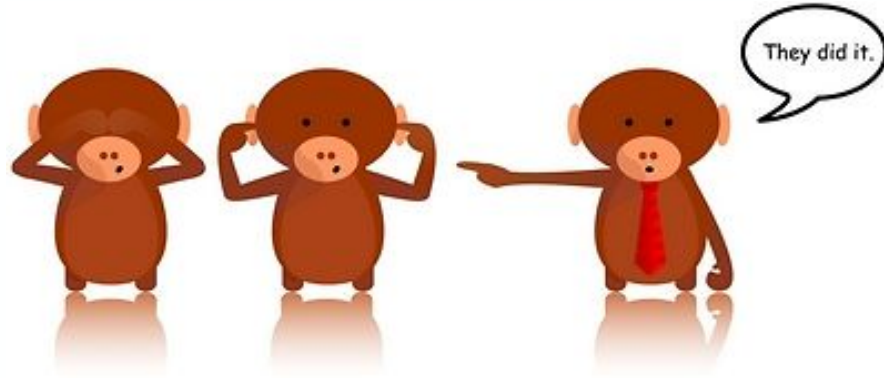


Learning Outcomes



- Define accountability
- Understand the key components of high performance teams
- Identify performance issues and determine how to address them
- Improve ability to lead difficult conversations

Review Prework



- In your own words, what is accountability?
- What are the feedback tendencies for your DiSC style?

High Performance Teams



**Establish
Common Purpose**



Set Expectations



**Foster
Communication**



**Prioritize
Development**

Accountability works like a machine

Usually the only
area we focus on



QUESTION

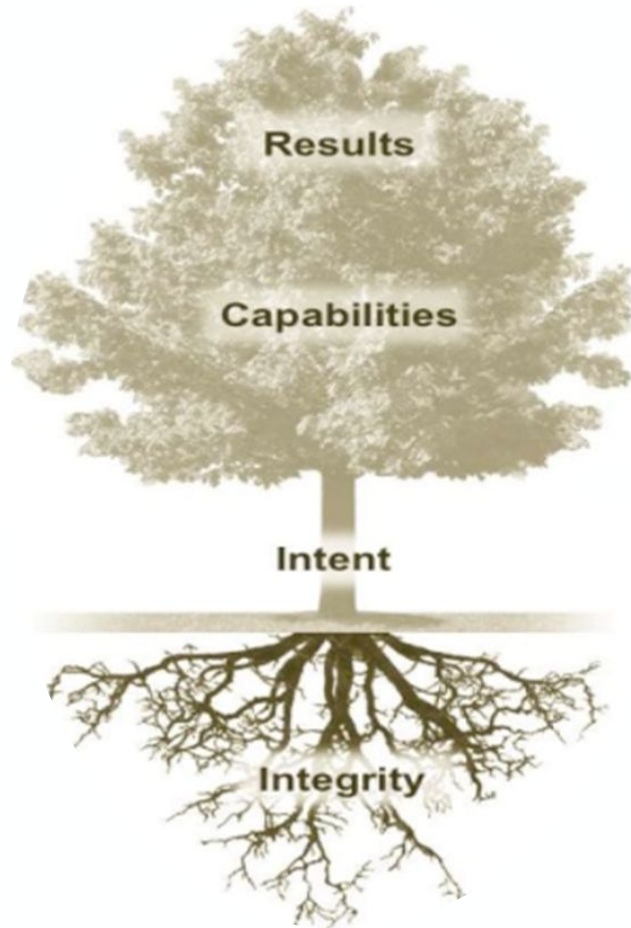
Why is it
difficult to
hold others
accountable?



Trust has two dimensions: competence and integrity.
We can forgive mistakes of competence.
Mistakes of integrity are harder to overcome.

- Simon Sinek

Where do some managers fail?



← **Focus HERE**

Capabilities: Hiring, training, development

Leader's Responsibility: delegation, resources, authority
(Freedom Scale)

Leader's Accountability: Consistent recognition and
discipline, communication structures

Results: Clear expectations, deadlines

← **Don't focus here**

Intent: "Why did you...", "You should know how"

Integrity: "No initiative", "Poor discipline", "Doesn't care"

Identifying the Root of Performance Issues



Addressing Performance Issues

Tips for leading a difficult conversation

1. Prepare
2. Set the stage
3. Share your side
4. Listen to their Side
5. Focus on a solution



Wrap-Up

- What areas do I want to work on as a leader?
- Next Session

Thank You!



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Session 5: Development



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Learning Outcomes



- Understand common team dynamics and how to lead through them
- Learn how to use talent mapping to identify and develop talent
- Recognize the importance of development on an individual and team level
- Improve ability to lead developmental conversations

REVIEW

Accountability



Review Prework



People
Examples: Hiring, training, 1/1's, cross functional meetings, growth pathing

Tactical
Examples: Creating reports, reviewing delegated work, production, emails

Strategic
Examples: Process improvement, innovation, vision-casting

- Reflect on how much time you spend in each of these three areas
- Which areas would you like to spend more or less time?

As leaders you need to think less like a player on the team and more like the coach.



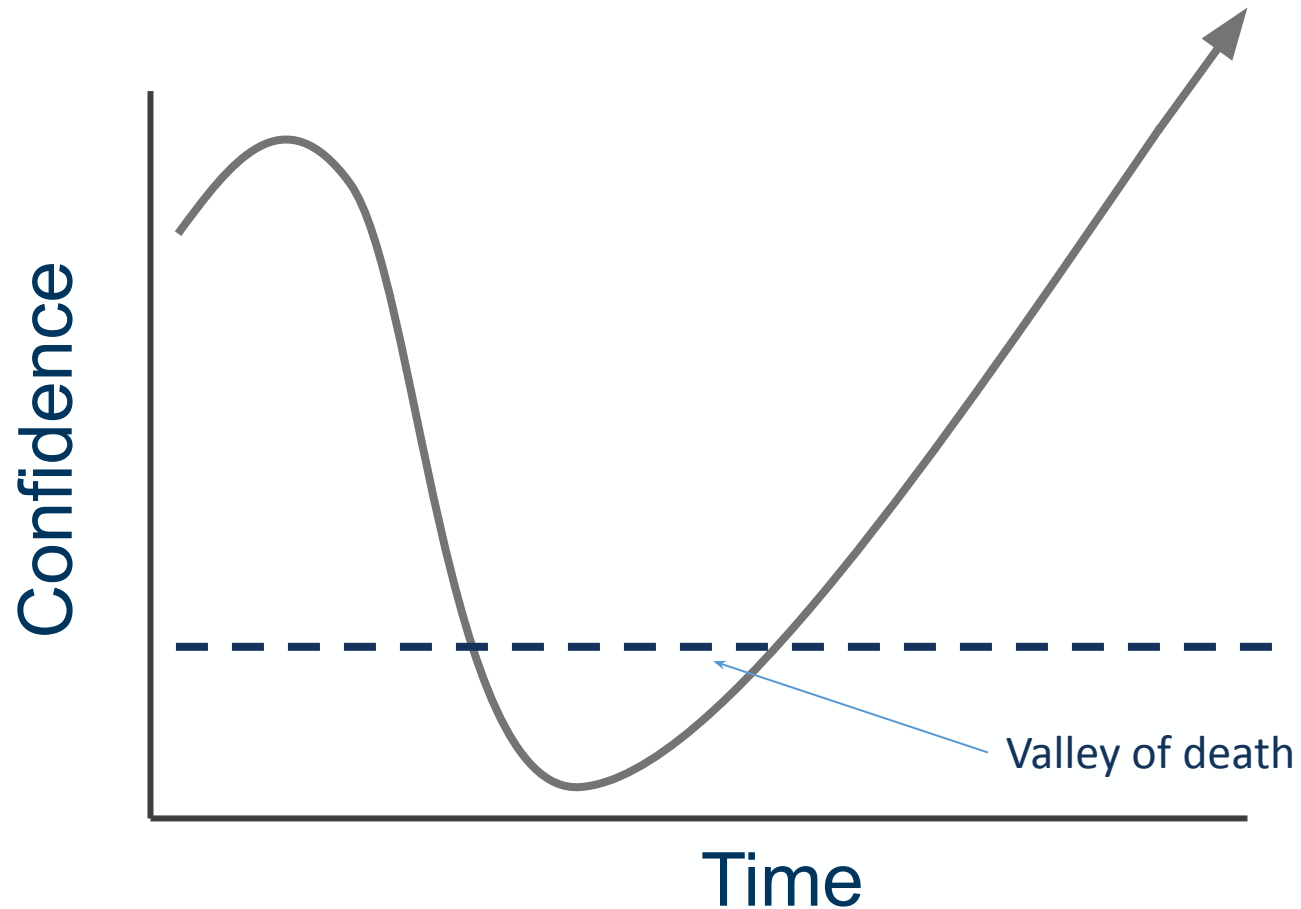
SITUATION

**You have a new team member.
They come in with high confidence!**

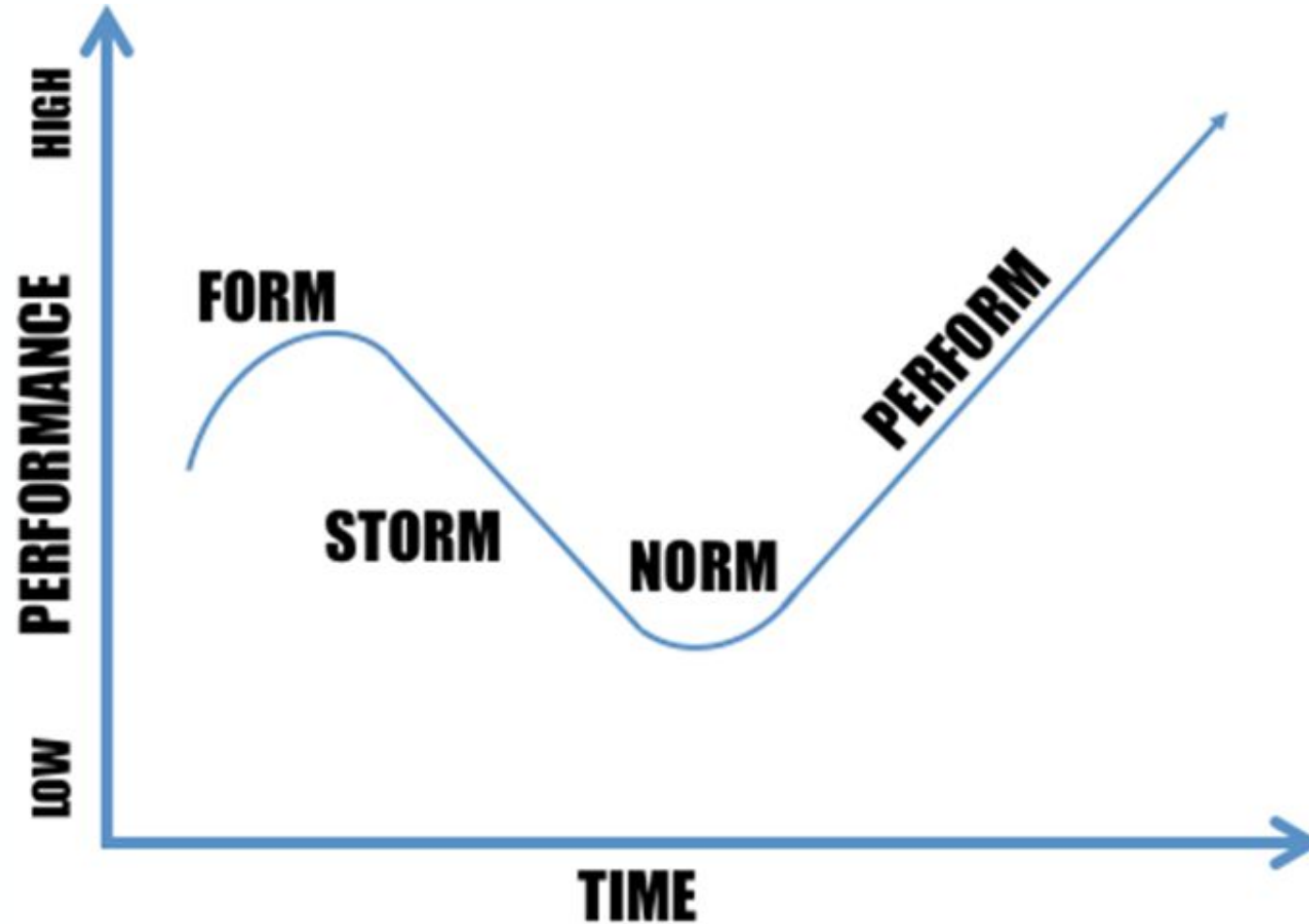


And then...

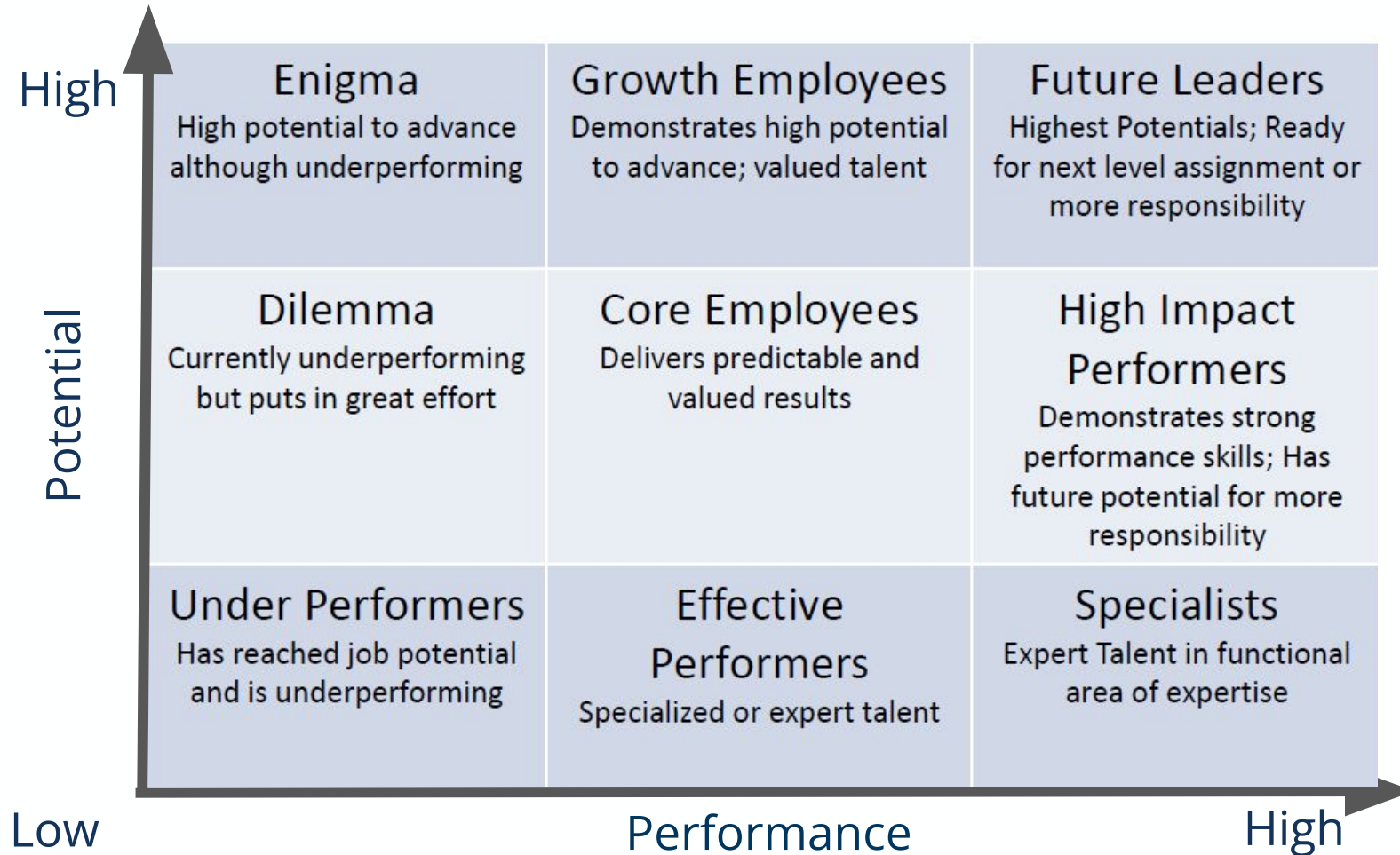
**Your job as a manager is to shorten
the time from the lowest point to the highest point**



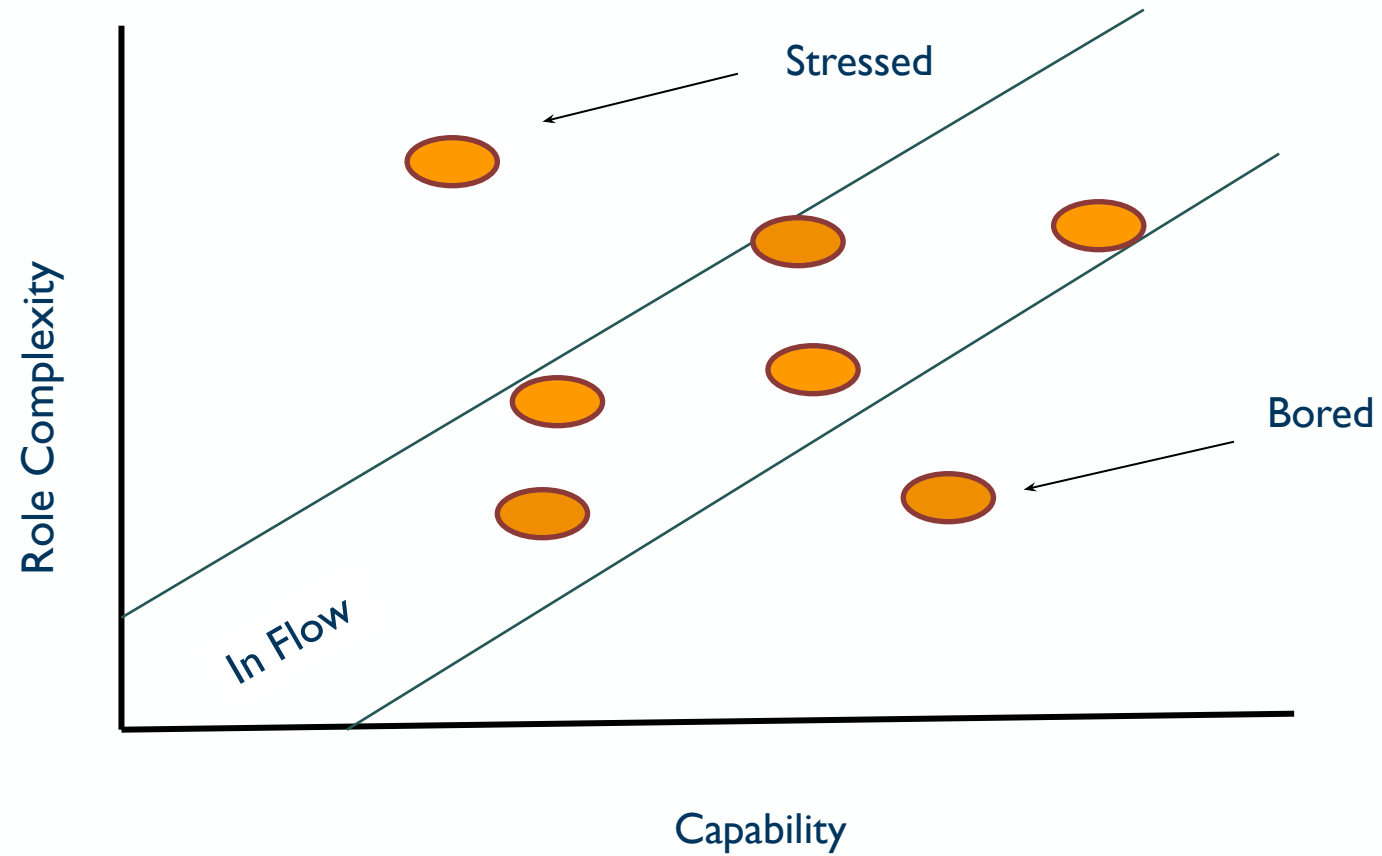
This can also happen with teams



You must know where your team stands before you set goals



Supporting Flow



Developmental Feedback

Giving employees feedback is critical to their development, and the effectiveness of the feedback is largely dependent on ***how it is delivered.***



Giving Feedback

DO

- Be specific & objective
- Focus on behavior
- Use the feedback sandwich
- Give feedback often

DON'T

- Focus on the person
- Use absolutes
- Only give corrective feedback

It's important to create opportunities to hear employee perspectives on their role and goals

Opportunity for Employees to:



- Reflect on what they love
- Share what they wish they could change
- Share their development goals
- Ask for support

Wrap-Up

- What areas do I want to work on as a leader?
- Next Session

Thank You!



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Session 6: Change



REVIEW

Development



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Learning Outcomes



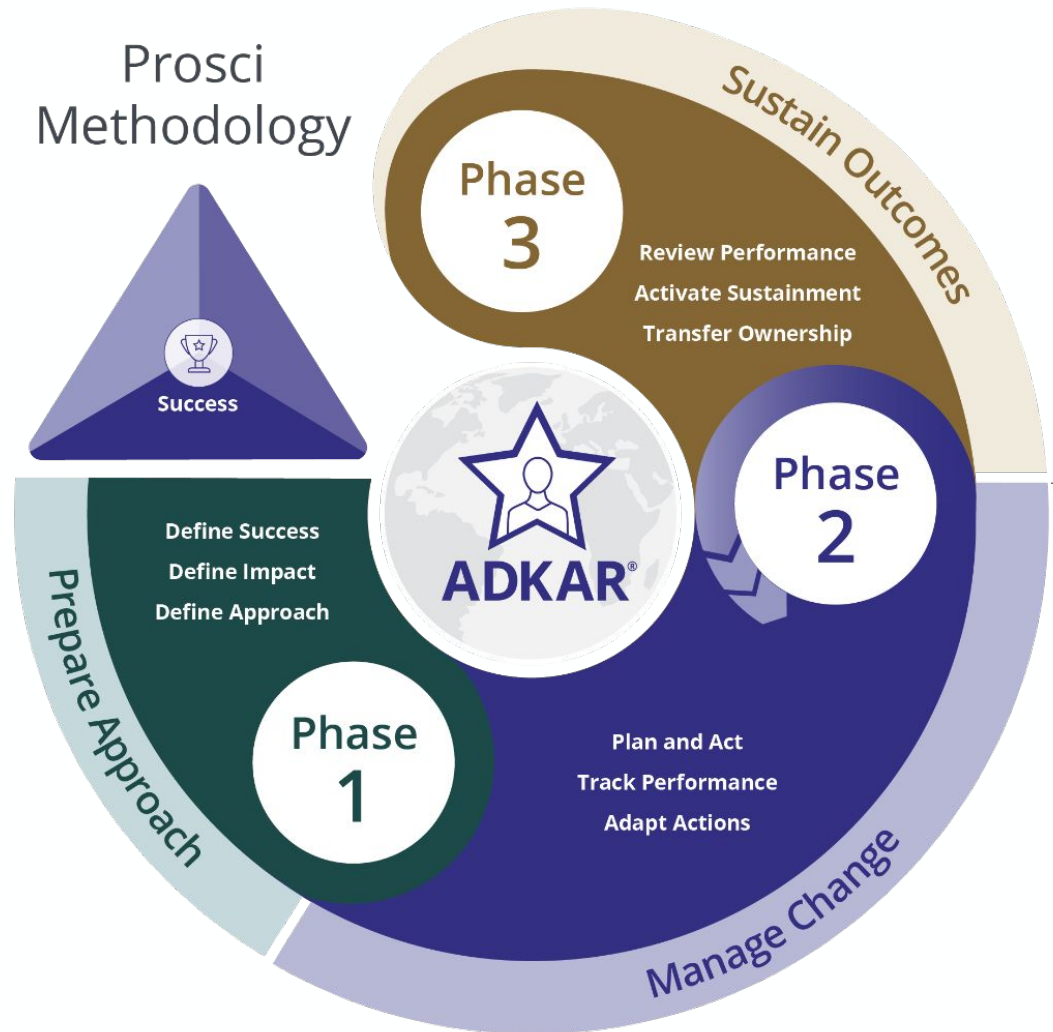
- Understand the importance of planning for change
- Improve ability to assess the impact of change
- Understand different reactions to change
- Recognize why successful change starts on an individual level

Review Prework



- What is a recent change your organization has experienced?
- What steps did you take to respond to this change?

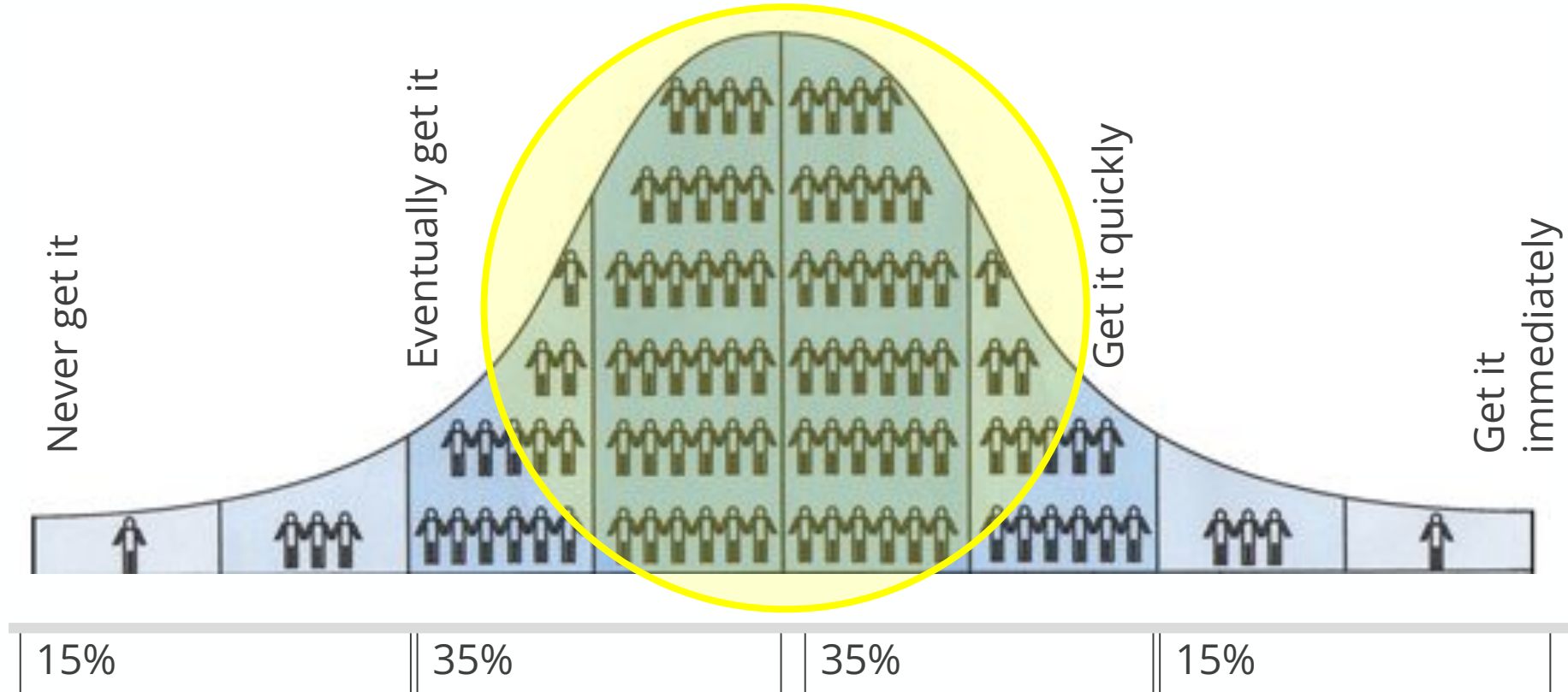
Process of Change



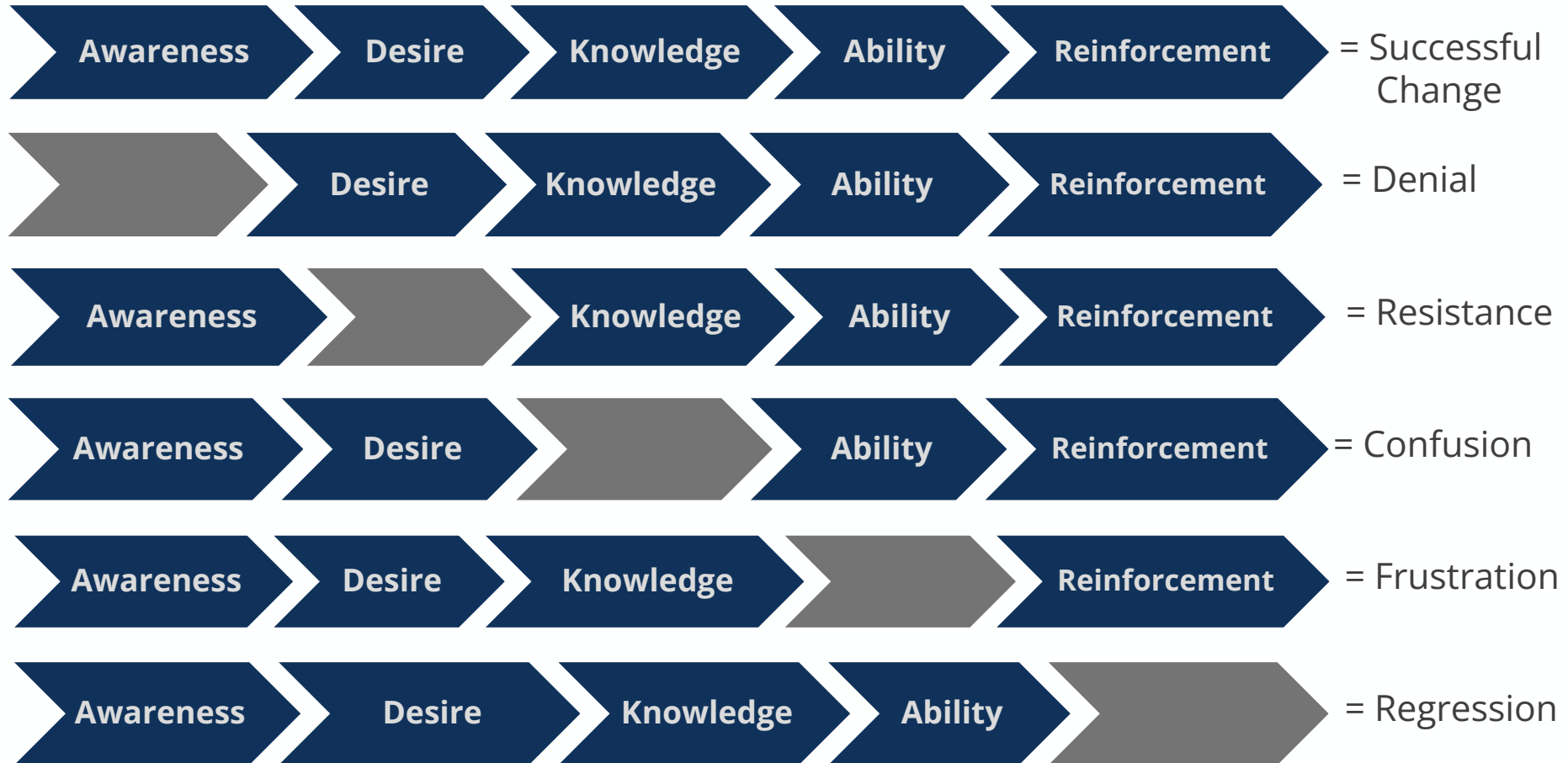
Activity



Don't let outliers drive decisions when implementing change



Managing change should be planned & methodical



Tips to Move Through ADKAR

Create awareness of the need to change



Foster desire to make the change



Provide knowledge on how to change



Ensure that employees are able to make the change



Reinforce the change

Individuals react differently to change



Wrap Up

- What strategies will you apply to address resistance to change?
- Next session

Thank You!



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Session 7: Balance



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Learning Outcomes



- Evaluate stress management skills
- Determine opportunities to improve priority management skills
- Learn how to build effective habits
- Improve ability to navigate the modern workplace

REVIEW

Change



Review Prework



- What actions do you take to manage your priorities?
- How do you respond to stress?
- How does managing your time impact your team?

Time management is an oxymoron. Time is beyond our control, and the clock keeps ticking regardless of how we lead our lives. Priority management is the answer to maximizing the time we have.

John C. Maxwell

Consider this matrix

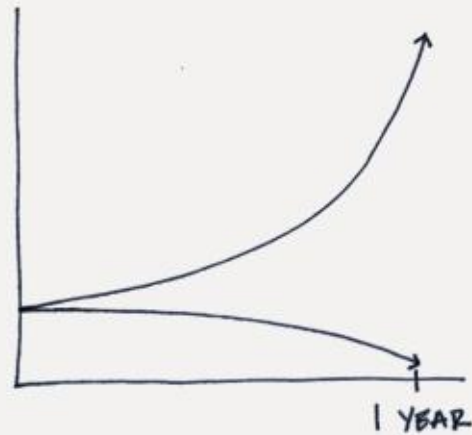
	URGENT	NOT URGENT
IMPORTANT	 DO DO IT NOW	 DECIDE SCHEDULE A TIME TO DO IT
NOT IMPORTANT	 DELEGATE WHO CAN DO IT FOR YOU?	 DELETE ELIMINATE IT

Building Effective Habits

THE POWER OF TINY GAINS

1% BETTER EVERYDAY $1.01^{365} = 37.78$

1% WORSE EVERYDAY $0.99^{365} = 0.03$

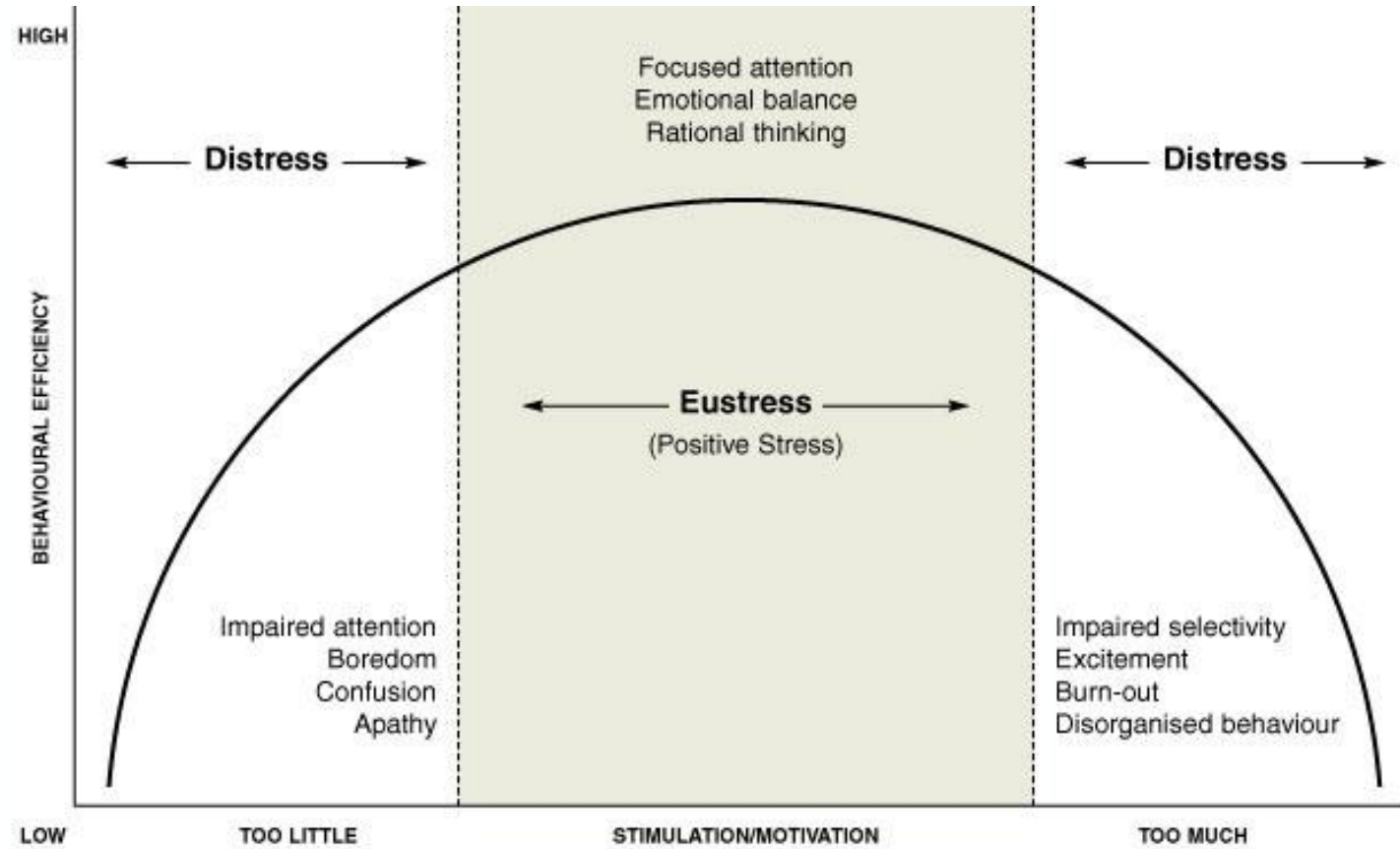


Assess your Stress Management Skills



“Take one pill as needed for stress. Throw it over your cubicle and bounce it off the head of an annoying coworker.”

Not all stress is bad



Navigating the Modern Workplace



Multigenerational
Workforce



Hybrid Work
Environment



Technology/AI

Program Wrap Up

What is the biggest takeaway you have from the program that you are officially adopting as a management routine?

Thank You!



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