

## Leadership Skills: Building Success through Teamwork - 3 Days

### Course 222 Overview

- You Will Learn How To**
- Develop your teams to maximize their strengths and enhance productivity
  - Optimize organization and work design for success in service delivery teams
  - Motivate your team with effective performance measurement
  - Integrate your leadership responsibilities, competencies and behaviours into your management role
  - Leverage the complementary skills and styles of your team
  - Eliminate barriers and chokepoints that block teamwork
- Course Benefits** Leaders who inspire teams to work together can deliver results and services faster, better and more cost effectively. In this course, you gain the skills to structure, measure and tune performance in a service team environment. Through practical workshops, you learn how to become a leader who equips his or her team with the skills and capabilities to optimize productivity and performance and deliver high-quality results.
- Who Should Attend** Managers and anyone aspiring to a leadership position. Course 290, "Management Skills" Course 906, "Management Skills for an IT Environment" or previous experience managing teams is helpful.
- Workshop Course** Workshops provide you with practical experience developing your leadership skills and include:
- Modeling key behaviours of effective leadership
  - Optimizing team processes
  - Identifying dimensions of difference
  - Managing measures to affect performance
  - Applying leadership practices and commitments for maximum payoff
  - Motivating people to stay
  - Employing the power of feedback
  - Profiling your Emotional Intelligence (EI) strengths
  - Applying conflict-handling styles to minimize disruption
  - Creating your service leadership action plan

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### Course 222 Outline

#### Introduction

- Focusing on people: the key to successful leadership
- Debunking the charisma requirement
- Defining leadership and leadership effectiveness
- Linking the responsibilities, competencies and behaviours of successful leaders

#### Structuring Effective Work Design

##### Identifying the components of effective teamwork

- The power of team-owned ground rules
- Optimizing team structure

##### Designing effective work assignments

- Matching task-to-team organization
- Selecting the best team design

#### Shaping the Leadership Thought

##### Process

##### Managing beyond your team boundaries

- Protecting the team from outside pressure and disturbance
- Influencing key players to secure resources

##### Questioning leadership conventions

- Countering the myth of "Big L" leadership
- Applying quiet leadership skills

#### Harnessing the Power of Motivation and Performance Measurement

##### Building team-led effectiveness

- Analyzing the subtle forces of measurement
- Measuring what matters
- Building a positive psychological contract
- Tuning measures to optimize results

##### Overcoming roadblocks to productivity

- Motivating others by winning their cooperation
- Ranking team member motivators

#### Forging Your Role as a Leader

##### Integrating management and leadership

- Distinguishing the five components of effective leadership
- Applying leadership in service delivery teams

##### Refining a powerful leadership approach

- Encouraging feedback for enhanced performance

- Building performance through emotionally intelligent leadership

#### Adopting a servant-leadership role

- Making the team your primary customer
- Enhancing individual and team capabilities
- Enabling the team as a key leadership activity

#### Adapting Your Leadership Role to Accommodate Difference

##### Expanding your leadership perspective and capabilities

- Adopting attitudes and expectations to enhance performance
- Taking on the challenge of leadership excellence

##### Converting difference into team effectiveness

- Appreciating the uniqueness of each team member
- Capitalizing on the differences and diversity of your team

##### Pinpointing chokepoints in team dynamics

- Modeling your team as a system
- Optimizing system effectiveness

#### Designing an Effective Team Communication Strategy

##### The elements of successful communication

- The causal link between climate, mood and productivity
- Recognizing mutual communication styles
- The dominance of emotion in communication and thought

##### Applying a diverse communication approach

- Matching channels for communication clarity
- Identifying situations that impact team performance
- Applying a dispassionate approach to conflict resolution
- Managing for agreement and handling conflict

#### Planning Your Transition to Successful Leadership

- Building your vision for your high-performing team
- Matching your leadership strategies to your team realities

- Managing reentry into the workplace
- Setting performance milestones to evaluate your success