



N616: Leadership Skills for Managers: Managing by Influence

Instructor(s): Paul Endress

2 Days

Competence Level:
Foundation



Classroom Course

Summary

This course presents practical principles to help managers understand, accept, motivate, and effectively manage team members to fulfill team and corporate objectives. It is highly interactive with a strong focus on interpersonal skills. It explores the nature of leadership to help participants understand their own leadership strengths and challenges, and provides a communication skill set to allow for effective management of both direct reports and contractors.

Learning Outcomes

Participants will learn to:

1. Become a more effective leader by understanding the key characteristics of proven leaders and applying four universal principles of leadership.
2. Motivate staff and other stakeholders to enthusiastically support your vision and goals by customizing your approach without changing your goals.
3. Create win/win solutions to problems by uncovering shared objectives even when there don't appear to be any.
4. Increase the frequency and quality of conversations with employees by using reflective listening to understand what is really being said.
5. Adapt your management approach to each employee based upon their personality.
6. Resolve difficult employee behaviors by understanding and resolving the underlying causes even if the cause isn't work related.
7. Eliminate resistance to change and get enthusiastic buy in when new policies and initiatives are introduced.

Duration and Training Method

This is a highly interactive two-day course comprising lectures, video clips, discussion and role-playing exercises. It presents a variety of leadership tools and tips to manage people,

A customized 22 page "DISC Behavioral Style" temperament analysis report will be prepared for each participant.

Participants will earn 1.6 CEUs (Continuing Education Credits) or 16 PDHs (Professional Development Hours).

Who Should Attend

The course is designed for those currently in, or aspiring to, supervisory positions.

Prerequisites and Linking Courses

There are no prerequisites for this course.

Related Professional Skills courses include N617 (Fundamentals of Project Management) and N840 (The Fundamentals of Creativity and Innovation with Applications to E&P Organizations).



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Course Content

Day One

1. Understanding the Nature Of Leadership
 - The key characteristics of proven leaders including the one essential characteristic that can cause success or failure by itself
 - The forty key skills of successful managers including a self-analysis of strengths and weaknesses and an action plan for improvement
 - How to create and transmit a vision that will motivate your team
 - How to introduce change in a way that will eliminate resistance
 - Understanding your three constituencies and balancing their needs
2. Communication Dynamics
 - Why you as a leader must take responsibility for the results of every communication
 - How to understand exactly what someone really means by what they say
 - How to control your emotions in any situation
 - The thirteen empathy blockers and why you must avoid them
 - The importance of body language in successful communication including examples of what works and what doesn't work
3. Getting Things Done
 - The two words that easily lead people to where you want them to go
 - The one word that should never begin a sentence (and that you almost certainly use all of the time)
 - How to eliminate objections and dissolve resistance to your ideas
 - What to do when people don't give you the answer you want
 - How to be friendly and playful so that people enjoy your questions

Day Two

1. Motivation for Superior Results
 - The different types of motivation and when to use each
 - How to build motivational sequences that bring out the best in each person
 - Motivational differences between generations
 - How to use seven words to find out exactly what will motivate anyone
 - How to build a decision making framework that will simplify even the most difficult decisions
 - How, as a leader, you can provide your organization with iron-clad certainty when challenges arise
 - How to build customized motivational sequences that will drive any person or group to deliver extraordinary results
2. Conflict Resolution
 - The two critical decision points in any conflict
 - The three possible outcomes for every conflict and how to decide which one to aim for
 - Understanding your natural behaviors during conflict and how to change them to get better results
 - How to create true win/win outcomes and when you should expend the effort required to do it



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3. Personalities

- Understand their natural and adaptive personality types including their strengths and weaknesses
- Learn a system to quickly identify the personality of everyone they meet
- Be able to adapt to co-workers and team members and solve personality related problems
- Understand the natural alliances and conflicts between the personality types

4. Action Plan

- Each attendee will leave workshop with a customized action plan that they can put to immediate use