N813: Inspiring Leadership Skills

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Format and Duration
Classroom - 2 Days

Summary

On this course you will learn a comprehensive method of effectively managing people, time and resources. You will be able to assess how much support and direction team members really need for any task they perform. This allows you to get time back in your day by developing independence, confidence and capability in those you manage. As a result, motivation and productivity naturally increase.

Learning Outcomes

Participants will learn to:

1. Assess the commitment and competency levels of their employees against the work to be done and choose the appropriate leadership style.
2. Increase the frequency and quality of conversations with employees which focus on performance and development.
3. Use a communication model for all levels of the organisation to support cultural change and increase performance.
4. Practice flexible leadership skills including coaching, performance evaluation, active listening, giving feedback and proactive problem solving.
5. Become more effective in using leadership styles that are less "natural" for them as identified by the leader behaviour questionnaire.
6. Improve individual and organisational accountability and success by using action plans linked to personal and team objectives and goals.

Training Method

A two-day classroom based course. The course uses a combination of presentations, videos, group work, exercises, questionnaires, case studies and role plays to ensure that participants have the knowledge and confidence to use the various principles and techniques described.

Who Should Attend

This course is designed for all emerging and existing E&P team leaders, supervisors and managers who wish to improve their own and their team's performance.

Course Content

DAY 1 – LEARN

Getting Started

- Objectives, purpose and payoff

Setting the Scene

- Purpose of Situational Leadership II

- An introduction to the Three Skills, Six Conversations and Partnering
- The attributes of your best and worst manager
- The SLX Story Part 1
- Rules of Engagement: UNPLUG- ENAGAGE- REFLECT

Goal Setting: The First Skill of the Situational Leader

- Goals vs. Tasks
- The criteria for setting SMART Goals. SMART Goal Coaching
- Alignment Conversations – goals, development levels and leadership style
- The SLX Story Part 2

Diagnosing: The Second Skill of the Situational Leader

- Competence vs. Commitment
- Development levels D1, D2, D3 and D4 (for further details on development levels see Additional Information Section)
- Situational Variables that influence Leadership Styles
- Development Level Capabilities, Descriptions and Needs
- The SLX Story PART 3
- SLII Diagnostic Tools
- Resolving Development Level Disagreements: Goals, Evidence, Benchmarking
- The SLII App – Diagnosis on the go!
- SLII Fitness Test – Goal setting, Diagnosis and Development

Matching: The Third Skill of a Situational Leader

- Define what is meant by Matching, Flexibility, Leadership Style, Leadership Behaviours
- Assessing Your Leadership Style (Leadership Styles Questionnaire LBAII)
- The Seven Directive and Supportive Leadership Behaviours
- The Four Leadership Styles, S1, S2, S3, S4 (see Additional Information Section)
- The SLII Model – Matching Leadership Style to Development level

DAY 2: PRACTISE

Situational Leadership in Practice

- Review the SLII Model – Styles and Development Levels
- Understanding the Impact of Over and Under Supervision
- The SLX Story Part 4 – Mismatch
- The SLX Story Part 5 and 6 – Alignment Conversations
- Personal Alignment Conversation Planning
- Assessing Current Leadership Style and Impact (SLII Worksheet)
- The SLII Game - Matching Leadership Styles to Situations and Development Levels
- SLII Fitness Test – Matching Skills Assessment

Developing Flexibility of Style

- Understanding the LBAII Reports and Scoring process – Leadership Style Flexibility
- Personal Leadership Style Preference
- Personal Leadership Style Effectiveness
- LBAII Insights – preference, flexibility, misdiagnosis, effectiveness
- Leadership Style Demonstrations

Leadership Style Practise

- Leadership Style Conversation Practice using participants examples
- The Importance of Open Questions (How, What) for Style 3
- The SLII Development Cycle – Building Motivation and Confidence
- Identifying, Managing and Leading others through the Regressive Cycle

One on One Conversations

- Managing Up
- Self-Develop and Identify Leadership Style Needs
- How to use the material for effective One on One conversations

Teaching Others and Embed Learning

- SLII Tools and Resources to teach Vocabulary and Model
- SLII Model Article
- SLII Model Power Point
- SLII Model on line – eLearning asset on Blanchard Exchange (available to all participants for up to 20 team members per participant)
- SLII Participant Mastery Tools - 12 challenges (on line)

Developing Your Personal Action Plan – Reinforce and Practise

We have covered a huge amount of information and skills to use with your team and peers. To ensure participants 'use it and don't lose it' the following plan is highly recommended.

- Identify a mentor for support and ongoing development
- Identify the development stages for our people for different tasks
- Develop individual action plans based on development stages
- Use the Team Leadership Style Feedback Questionnaire
- Share the SLII Model On line with your team– check understanding and encourage use of the SLII language
- Set up one to one conversations using the worksheet – identify 1-2 team members, 15 meetings, evaluate at 6 weeks to assess quality of relationship
- Plan and book your Style 1,2 or 3 conversations
- Assess your own performance regularly – Who with? How often?

Further Information

There is no single "best" style of leadership. Effective leadership is task-relevant, and the most successful leaders are those that adapt their leadership style to the maturity of the individual or group they are attempting to lead or influence. Effective leadership varies not only with the person or group that is being influenced, but it also depends on the task, job or function that needs to be accomplished.

The type of leadership styles in this course are categorised into four behavioural types named S1 to S4:

- S1: Directing - is characterized by predominantly one-way communication in which the leader defines the roles of the individual or group and provides the what, how, why, when and where to do the task.
- S2: Coaching - while the leader is still providing the direction, he or she is now using two- way communication and providing supportive behaviours that will allow the individual or group being influenced to buy into the process.
- S3: Supporting - this is shared decision-making about aspects of how the task is accomplished.
- S4: Delegating - the leader is still involved in decisions, however the process and responsibility has been passed to the individual or group.

Of these, no one style is considered optimal for all leaders to use all the time. Effective leaders need to be flexible, and must adapt themselves according to the situation.

The leadership style taken needs to be matched to the four possible development levels for a specific task based on combinations of competence and commitment.

- D1 - Low competence and high commitment
- D2 - Low competence and low commitment
- D3 - High competence and variable commitment
- D4 - High competence and high commitment