

NEW AND EMERGING LEADER TRAINING SERIES LEARNING OBJECTIVES

This session is built with spaced repetition and skill development reinforcement over the 15 week period.

- At the beginning of each session there will be discussions on how each person used the skills taught in the previous session.
- Homework will be assigned to practice skills learned in the session and to have a conversation with their Manager regarding what they are learning.
- Attendance at all sessions is required to receive full value.

Here are some notes regarding the Modules being trained:

- Module 1 & 2 are broader topics that apply and are reinforced at subsequent sessions throughout the 15 week period.
- Module 6 teaches basis Performance Management and will ask the participant to bring in a sample performance appraisal form and process to discuss.
- Module 7 uses Counseling as a term that is used before discipline is administered to address below standard performance issues when they are first recognized. This employee interaction is still positive. MTMPS training makes a distinction between performance skill and behavioral issues that are inappropriate in the workplace. It supplements an HR discipline policy or procedure. It is not meant to replace it. Employees will be asked to discuss their discipline policy/procedures. HR professionals are welcome to attend this session.

MODULE 1 – October 30 DiSC Interpersonal Skills for Leaders

Upon completion of this session, you will:

- Learn about the DiSC model and how it informs the role of the leader
- Discover your management style on the Everything DiSC Management Map
- Explore the priorities that drive your management style
- Explore the influence your management style has on how you manage time, make decisions and approach problems
- Discover how your style helps shape your day as a leader
- Learn a method for recognizing other people's DiSC styles
- Identify actions needed to develop a better relationship with at least one employee

MODULE 2 – November 13 Building Trust with Foundational Communication Skills

Upon completion on the Communication Skills training session, you will:

- Know the six Communication Skills and be able to determine when, why, and how to use them
- Be able to apply the Skills to the people management situations you face every day to:
 - Maximize productivity and service
 - Improve overall employee performance
 - Move average employees toward excellence
 - Build strong internal relationships
- Have in your Management Tool Box proven skills that can have a significant impact on bottom-line results and employee morale

MODULE 3- November 27

Directing and Delegating for Clear Expectations

Upon completion of the training session, you will:

- Learn about your natural directing and delegating style
- Identify the directing and delegating needs of different people
- Write an action plan for improving how you direct and delegate to a person you lead
- Be able to have a discussion with an employee which:
 - Identifies the job responsibilities of the position
 - Determines the performance expectations
 - Communicates both responsibilities and expectations clearly and specifically
 - Ensures the employee understands just what is expected of him or her
- Prepare and practice establishing clear expectations for a job needed in the workplace
- Write an action plan for a specific employee situation

MODULE 4- December 4

Developing Others and Teaching a Job Skill

Upon completion of the training session, you will:

- Learn about your natural style of developing others
- Identify the development preferences of different people
- Identify a specific job in which to train an employee and will:
 - Ask open-ended questions to determine the employee's readiness level and understanding of the new job skill
 - Give a step-by-step overview of the job
 - Coach the employee through the job and give feedback that maintains self-esteem and focuses on specific behaviors
 - Ask for and responds to questions and concerns using listening skills
 - Express confidence in the employee's ability by offering specific reasons for that confidence
- Prepare and practice teaching a job skill needed in the workplace
- Write an action plan for a specific employee training situation

MODULE 5 – December 18

Motivation and Coaching for Higher Performance

Upon completion of the training session, you will:

- Learn how you affect the motivation of others
- Recognize what different people find motivating and demotivating
- Write an action plan for creating a more motivating environment for someone you lead
- Understand the three coaching situations of reinforce, strengthening and follow-up
- Demonstrate reinforcing leadership behavior through observing and praising the specific behavior and expressing confidence in continued skill use
- Conduct a strengthening skill discussion with an employee where you:
 - Review goals and/or standards with the employee
 - Reinforce effective use of skills by focusing on specifics
 - Identify skills to be strengthened by asking open-ended questions and focusing on specifics
 - Ask for and respond to questions and concerns, using listening skills
 - Ask the employee to commit to using the skills to be strengthened back on the job
 - Express confidence in the employee's abilities and sets a follow-up date
- Be able to have a follow-up discussion with an employee on the use of targeted skills
- Prepare and practice a reinforcing or coaching discussion needed in the workplace

MODULE 6 – January 8

Conducting Performance Evaluations

Upon completion of the training session, you will:

- Understand a typical performance management cycle and process
- Discuss various performance appraisal approaches in the industry
- Set typical employee goals for a position you lead
- Discuss performance observation and documentation to prepare for writing the appraisal form
- Write effective employee comments on the performance appraisal form
- Demonstrate a performance evaluation discussion with an employee where you:
 - Give an objective assessment of the employee's job performance
 - Acknowledge the employee's accomplishments and individual strengths
 - Identify areas for employee improvement and skill development
 - Establish goals for the employee to work toward during the next review period

MODULE 7 – January 22

Performance Counseling and Discipline

Upon completion of the training session, you will:

- Discuss various discipline approaches
- Determine the importance of below standard performance documentation
- Discuss how and when you work with your Leader or HR
- Conduct a discussion with an employee where you:
 - Identify situations where it is appropriate to counsel an employee on his or her performance
 - Determine the appropriate level of action, including formal corrective action, if appropriate
 - Have prepared accurate documentation that supports the counseling
 - Discuss the performance problem and its consequences with the employee
 - Generate an action plan to solve the problem
 - Follow up with the employee to assess the plan's effectiveness
- Prepare and practice a situation needed in the workplace
- Write an action plan for a specific employee situation

MODULE 8 – February 5

Working with your Leader, Review & Wrap Up

Upon completion of the training session, you will:

- Consider how your manager might see you
- Discover different approaches for getting buy-in from your manager
- Write an action plan for improving how you work with your manager
- Review all the concepts you learned in the eight sessions
- Discuss successes and failure in actively using the skills on the job which were taught over the four months
- Celebrate skills learned and receive graduation certificate for perfect attendance

Tracy Mullin, Sr. Consultant & President, Leadership Instructor

Tracy Mullin, MHROD, Principal Consultant & Founder, is a results-oriented business leader with over 30 years of professional experience in Human Resources, Training and Organizational Development. She has over 25 years of leadership experience and demonstrated success in diverse business environments. She has worked in both union and non-union food manufacturing facilities, customer service and call center organizations, transportation and warehousing environments, consumer finance and banking facilities, and retail operations. She has successfully managed the development and implementation of improvement projects within a variety of organizational structures... centralized, matrix, decentralized and virtual. In each of these environments, she has demonstrated a consistent track record facilitating measurable improvement on business results.

She has designed, developed and implemented comprehensive blended learning and management certification programs to support over 5,000 management positions nationally located at over 400 sites.

She has taught and coached managers and leaders how to retain, develop and motivate employees for over 25 years. Prior to owning her own business for 5 years, she was at General Mills as a Human Resource Manager, a Human Resource Director of a medium-size local manufacturing and sales organization, a Director of Retail Management Development for Best Buy Co., Inc. and AVP, Training and Organizational Development for ITT Consumer Finance.

Tracy has a Master degree in Human Resources and Organizational Development (MHROD) and a Bachelor degree (BA) in Business. She is a certified "Master Trainer" and a certified Dealer with each of her affiliates. She is committed to making a difference in the lives of the employees she touches and organizations they serve.