



# LEADERSHIP SKILLS

## FORMAL LEADERS: FRONT LINE AND MIDDLE MANAGERS

Course Name	Description
<b>Essentials of Leadership</b> (formerly IM <sup>SM</sup> Essentials)	This foundation course for all Interaction Management courses teaches leaders how to get results through people. During the course, they attain the tools necessary for a successful “leadership journey.” Learners acquire a set of proven interaction skills, discover seven Leadership Imperatives key to meeting today’s challenges, and realize their role as a catalyst leader who inspires others to act. Includes optional activities for leaders in health care environments.
<b>Achieving Your Leadership Potential</b>	This course helps leaders (with and without direct reports) analyze their leadership abilities and target strengths and developmental areas in order to help them become better, more effective leaders. Leaders develop measurable, attainable goals that stretch their capabilities and accelerate development. The course includes leadership development processes, and development planning tools and resources.
<b>Adaptive Leadership</b>	Adaptive Leadership will help leaders power-up the skills they are already using (Key Principles, Interaction Guidelines) to better meet their team members’ needs and create better organizational results through people. Leaders learn to tailor their approach based on the team member’s motivations, personality tendencies, the organizational environment, and the situation.
<b>Boosting Business Results</b>	This system supplement helps drive on-the-job application of IM: EX concepts for measurable and sustainable results. Designed to follow an IM: EX curriculum (typically 3 to 6 courses), this course enables leaders to identify a project or task that will require effective use of newly learned leadership skills to achieve or enhance success. Leaders also determine goals and measurement methods that will help them track and demonstrate the results of their effective leadership.
<b>Building an Environment of Trust</b>	Trust is a key ingredient of employee engagement and loyalty, yet it’s easy for leaders to inadvertently fall into trust traps. This course builds awareness of these traps and strategies, helping leaders create an environment in which people take risks, identify and solve problems, and work together.
<b>Building Winning Partnerships</b>	Stresses the importance of building and sustaining partnerships to accomplish organizational goals.

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Course Name	Description
<b>Coaching for Improvement</b>	Builds the skills leaders need to help people with performance or work habit problems. Equips leaders to help people develop improvement plans, conduct effective improvement discussions, and handle the challenges they may encounter in improvement discussions. Includes administrative skill practices and health skill practices and also a positive model health care video.
<b>Coaching for Success</b>	Introduces skills for guiding individuals and teams toward achieving successful results. Leaders learn the importance of helping people learn from successes rather than mistakes, how to balance seeking and telling, and how to conduct an effective coaching discussion. Includes health care skill practices and video clip.
<b>Delegating for Results</b>	Leaders learn skills for successfully matching people, responsibility, and authority to maximize involvement, productivity, motivation, and growth for individuals, groups, and the organization.
<b>Developing Others</b>	Provides leaders, coaches, and mentors with the necessary skills and a practical process to develop talent. It focuses on a leader's critical role before, during, and after the development plan.
<b>Getting Started as a New Leader</b>	This is an on-boarding course for new leaders who have direct reports for the first time. It focuses on aspects of the leader's role other than interaction skills, such as developing a relationship with your boss, assigning work, dealing with direct reports who used to be peers, and key HR policies and processes. The course also includes a roadmap for the new supervisor's first few weeks on the job.
<b>Influential Leadership</b>	To be successful in today's matrixed organizations, leaders need to get things done through other people—often through peers and individual contributors with whom they may not have position power. The Influential Leadership course teaches leaders to apply influential strategies, package their ideas, read their audience, and use appropriate persistence to gain commitment to their idea.
<b>Launching a Successful Team</b>	Organizational structures are more dynamic than ever, requiring leaders to form new teams and work groups to keep pace. Starting a new team, taskforce, or work group, or re-starting a floundering team is the focus of this course. Leaders learn the process of setting up a team charter, including goals, ground rules, and other important elements of a successful team. The course provides practical, actionable tools to help members stay on track, avoid the problems that plague many teams, and achieve success.
<b>Leading Change</b>	Focuses on the crucial role leaders have in effectively exploring change, introducing change, and helping others overcome resistance typically associated with change. Leaders learn how to conduct effective change discussions that minimize the potentially negative effects of change on morale, processes, and productivity.

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<b>Leading High Performance Teams</b>	Teaches leaders what makes a team successful and provides best practices they can use in the three critical roles they play to improve team effectiveness.
<b>Making Meetings Work</b>	The involvement of the right people at the right time is critical to the effectiveness and efficiency of an organization. Leaders at all levels need to effectively lead meetings to get things done quickly and with maximum commitment. This course gives leaders the skills they need to ensure that meetings run efficiently, generate good decisions, and result in clear action. Leaders also learn best practices for planning, facilitating, and following-up on virtual meetings.
<b>Managing Performance Problems</b>	Dealing effectively with significant performance or work habit problems—and, when necessary, initiating the organization's progressive discipline process—is one of the biggest challenges leaders face. This course helps leaders plan and conduct meetings with employees who need to improve or face prescribed organizational consequences.
<b>Mastering Interaction Skills</b>	This system supplement provides additional, job-related interaction skill development to leaders who have completed two to three other leadership skill development courses (e.g., Coaching For Success, Coaching For Improvement, etc.). Using challenging job-related situations, leaders significantly improve their confidence and competence in using leadership skills. The format is flexible, allowing leaders to explore the leadership issues they face and to practice giving and receiving feedback on handling issues effectively.
<b>Motivating Others</b>	Effective and consistent use of Key Principles and Interaction Guidelines is the foundation for motivating people. This course builds on the core leadership skills and helps leaders (with or without direct reports) understand motivation, have discussions with direct reports about their motivations, motivate a group, and avoid de-motivating people.
<b>Rapid Decision Making</b>	This course helps leaders (with and without direct reports) make effective on-the-job decisions in rapid, fast-paced environments. Topic areas include how rapid decision making differs from standard decision making, can I/should I make this decision, and quick analysis tools. This course addresses the needs of frontline leaders to make on-the-job decisions with limited time and information and within the authority of the leader.
<b>Reaching Agreement</b>	The velocity of work, the diversity of ideas and people, and the rapid flow of information make it increasingly difficult to get groups to agree and commit to action. This course focuses on the dynamics of group agreement and the importance of having everyone's commitment. It teaches seven techniques for making clear, high-quality decisions that have the buy-in and commitment of every group member.
<b>Resolving Conflict</b>	Enables leaders to recognize signs of conflict, assess the conflict to determine their level of involvement, and serve as a catalyst to encourage those involved in the conflict to achieve resolution. Leaders learn the skill to both provide support and to act as mediators.

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<b>Retaining Talent</b>	Helps leaders to conduct the types of ongoing discussions needed to ensure that the organization retains Key Players—regardless of whether these Key Players are satisfied and motivated or have one foot out the door.
<b>Reviewing Performance Progress</b>	Equips leaders to track progress, provide specific balanced feedback, and conduct performance discussions. Emphasizes the leader's role of offering ongoing support, guidance, and resources while encouraging others to assume responsibility for achieving their plan. Focuses on revisiting objectives and tracking methods if priorities change.
<b>Setting Performance Expectations</b>	Helps leaders prepare for and conduct planning discussions, encourage continued involvement, and work with project teams or task forces on their performance plans.
<b>Supporting Leadership Development</b>	One of the keys to realizing ongoing leadership development is the support newly trained leaders receive from their leaders. The target audience for this course is leaders of the leaders being trained in IM. It covers concepts and techniques for supporting leaders as they develop their leadership abilities.

## INTERVIEWING SKILLS COURSE

Course Name	Description
<b>Essential Interviewing Skills<sup>SM</sup></b>	This full-day behavior-based interviewing course teaches participants how to interview for the behaviors, knowledge, and motivations that are needed to be successful in a job. It is designed for situations where only one or two interviewers are needed for each selection decision. Participants learn: the implications of a poor hiring decision; how competencies define the requirements of a job; how specific job competencies are the basis of focused interview questions; how to gather and evaluate complete examples of applicant's past behavior related to the job's competencies; how to conduct interviews in a way that makes a positive impression on the applicant; techniques to interview for motivational fit; how to avoid legally inappropriate questioning.

## INTERACTION MANAGEMENT®: TACTICS AND STRATEGIES FOR EFFECTIVE LEADERSHIP

- **Leadership: Facilitating Change:** Introduces leaders to four roles: people on a shared vision, building business partnerships, championing ongoing improvement, and creating a learning environment.

## TARGETED MANAGEMENT®

- **Problem Analysis and Decision Making:** Provides tools that enable leaders to solve problems proactively and gain others' commitment to solutions and decisions.
- **Planning and Critical Path:** Teaches leaders to fine-tune their planning skills through an eight-step process for developing effective plans and gaining the commitment of people who influence or have a stake in a plan's success.

# WORKFORCE SKILLS

## INFORMAL LEADERS: WORKERS AND TEAM MEMBERS

### PERSONAL EFFECTIVENESS

- **Interaction Skills for Success:** This introductory module presents the essential skills for building positive working relationships for employees through frontline leaders. It helps managers assess their evolving role and learn to build involvement.
- **Feedback Fundamentals:** Teaches employees to proactively seek feedback and to give feedback constructively.
- **Communicating and Listening:** Gives learners a framework for effective communication and also helps people listen actively, minimize distractions, and understand nonverbal signals.
- **Communicating with Others:** This interactive skill practice module helps participants to recognize and overcome communication barriers and interact effectively with others.
- **Influencing Others:** Gives strategies for gaining commitment and agreement along with techniques to increase the acceptance of ideas.
- **Building Trust:** Teaches how to recognize and avoid trust traps and how trust techniques can help build trust with others.
- **Working Through Conflict:** Helps employees handle conflicts among team members.
- **Personal Empowerment: Taking Initiative:** Helps employees take responsibility for their success.
- **Adapting to Change:** Helps individuals assess the amount of change in their lives and teaches a technique that allows them to better deal with change.
- **Investing in Your Learning:** helps associates develop a passion for continuous learning, reframe barriers that can prevent learning, capitalize on learning opportunities, and identify their learning style.
- **Taking Charge of Your Development:** Enables employees—with their leader's support—to initiate, create, and execute their own development plans.

### GROUP EFFECTIVENESS

- **Working as a Team:** Teaches learners to recognize the advantages of teamwork and cooperation and to identify and understand the stages of team development.
- **Valuing Differences:** Helps employees understand and appreciate the value of different skills, abilities, and motivations.
- **Fast Start for Teams:** Provides a flexible framework and specific steps for moving through the team start-up process.
- **Optimizing Team Performance:** Helps teams assess strengths/weaknesses and action plan ways to optimize performance.
- **Team Performance Survey:** Enables teams to proactively identify problems and barriers and to make adjustments.
- **Contributing to Meeting Success:** Teaches the seven responsibilities of effective meeting participation.
- **Supporting Others:** Helps employees recognize opportunities to coach, guide, and encourage others as well as learn ways to ask others for support.
- **Training Others:** Teaches employees how to plan and conduct training on the job for one or more people.

## INFORMAL LEADERS: WORKERS AND TEAM MEMBERS

### GETTING BUSINESS RESULTS

- **Making Sense of Business: A Simulation<sup>SM</sup>:** Helps learners gain “business sense” and an understanding of how their jobs affect the organization in the way it competes in the marketplace.
- **Making Effective Decisions:** Teaches a practical five-step method for making clear decisions.
- **Partnerships for Improvement<sup>®</sup>:** Teaches the value to employees of reducing unnecessary hand-offs and eliminating non-value-added activities in internal and external partnerships.
- **Taking Action<sup>®</sup> to Solve Problems:** Helps people identify problems and their causes, evaluate potential solutions, and select the solution with the greatest chance of success.
- **Taking Action<sup>®</sup> Handbook:** A reference guide for teams and individuals involved in continuous improvement.
- **Improving Personal Productivity:** Helps people get their work done better and faster.
- **Impacting Your Work Processes:** Teaches people to improve work processes, work faster, and minimize rework.

# CUSTOMER SERVICE SKILLS

- **SERVICE PLUS<sup>®</sup>**

Helps service providers build the skills and knowledge to create loyal customers by providing exceptional service.

- **SERVICE PLUS<sup>®</sup> HEALTH CARE**

Develops the skills to ensure that patients and other customers are satisfied with and feel good about the service they receive.

*Additional Management Support Component for Service Plus<sup>®</sup> and Service Plus<sup>®</sup> Health Care:*

- **CREATING A SERVICE CULTURE: The Service Leader's Role**

*Helps leaders identify barriers to service excellence and provides five leader practices to create a service culture.*

