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THE EXECUTIVE EDGE<sup>®</sup>, INC.  
*Strategy, Structure, Leadership.....Sustainable Results*

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## LEADERSHIP DEVELOPMENT WORKSHOPS

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**DELIVERING TRAINING TO MAXIMIZE  
LEADERSHIP IMPACT AND GROWTH**





## LEADERSHIP DEVELOPMENT WORKSHOPS

### PERSONAL EFFECTIVENESS SERIES

- Steering Your Professional Growth
- Developing Your Executive Presence
- High Impact Conversations
- Consulting for Impact

### FOUNDATIONAL LEADERSHIP SERIES

- Cornerstones of Leadership
- Behavior-Based Interviewing
- Onboarding Best Practices
- The Role of the Leader in Talent Development
- Development Planning to Reach Your Full Potential
- Calibrating Performance Ratings
- Writing and Delivering Effective Performance Evaluations
- Coaching for Optimal Performance
- Setting and Aligning Objectives

### TEAM LEADERSHIP SERIES

- Leading Change and Managing Transitions
- Building High-Performance Teams
- Situational Leadership®II (Ken Blanchard)

### STRATEGIC/ORGANIZATIONAL SERIES

- Strategic Planning to Gain the Competitive Advantage
- Driving Employee Engagement

\*All of these sessions will be customized and delivered at your workplace to ensure maximum learning.



## FOUR LEVELS OF LEADERSHIP

### STRATEGIC ORGANIZATIONAL LEADERSHIP SERIES- LEVEL 4

Geared for leaders who are responsible for leading an organization or department and must drive short and long-range results.

### TEAM LEADERSHIP SERIES—LEVEL 3

Designed for leaders who are attaining results through the leadership of groups and teams.

### FOUNDATIONAL LEADERSHIP SERIES—LEVEL 2

Developed to accelerate the learning process of managers/supervisors who are new to supervision. Learn the fundamentals of managing results through other people.

### PERSONAL EFFECTIVENESS SERIES—LEVEL 1

Develop the skills needed today for maximizing individual performance.





## STEERING YOUR PROFESSIONAL GROWTH

### DESCRIPTION

Get into the driver's seat and learn how to steer your career. Learn how to write a high quality development plan that supports the achievement of your career goals. Understand what high potentials do to accelerate their growth and gain involvement of key players in their development.

### ESTIMATED COURSE LENGTH

4 Hours

### TARGET AUDIENCE

All associates who are interested in taking charge of their professional growth

### COURSE OBJECTIVES

- Complete a battery of self-assessments to gain insight on your towering strengths
- Frame up your short and long-term career aspirations
- Examine development assignments and activities that result in meaningful growth
- Learn how to engage key stakeholders in your development plan
- Explore the research on what it takes to be considered a "high potential"
- Walk out with a clearer sense of purpose for your career
- Develop your "elevator speech" so that you can present your best self



## DEVELOPING YOUR EXECUTIVE PRESENCE

### DESCRIPTION

You may be the smartest person in the room but lack the confidence and approach that enables you to be at your best. Learn what executive presence entails and the specific behaviors that put your best foot forward. Examine how your own style helps or hinders others' perception of you.

### ESTIMATED COURSE LENGTH

4 Hours

### TARGET AUDIENCE

Individual Contributors, Team Leaders, Supervisors, Managers, Directors, Vice Presidents

### COURSE OBJECTIVES

- Learn how “executive presence” is defined and the factors that contribute to others’ perception of you
- Understand how you carry yourself is just as important as the message you deliver in order to build trust in your relationships
- Identify the focus areas that you will concentrate on for further development
- Develop concrete strategies for strengthening your executive presence and managing your own personal brand
- Learn how “less is more” in executive communication
- Define your own personal brand
- Build confidence in conveying your core messages
- Gain insight on how your body posture, stance, voice and dress all contribute to your presence



## HIGH-IMPACT CONVERSATIONS

### DESCRIPTION

Regardless of your specific role, your ability to confront difficult issues in a manner that builds and preserves relationships rather than damaging them is critical to individual and organizational success. In this workshop, you will learn how to skillfully handle those difficult discussions through candid conversations that build trust and personal accountability.

### ESTIMATED COURSE LENGTH

4 Hours

### TARGET AUDIENCE

Colleagues, Team Leaders,  
Supervisors, Mid-Managers,  
Directors, Vice Presidents

### COURSE OBJECTIVES

- Identify the different types of difficult conversations and how to handle them
- Plan how you will conduct tough conversations effectively
- Create a safe environment for discussing the toughest issues
- Recognize ineffective strategies commonly used in difficult conversations and how to avoid them
- Learn proven methods for managing difficult conversations more effectively
- Practice the techniques to build skill and confidence
- Build a plan for your own unique on-the-job situations



## CONSULTING FOR IMPACT FOR INTERNAL SUPPORT FUNCTIONS

### DESCRIPTION

Learn how to influence and consult others without having direct authority. This engaging session will focus on proven processes, skills and behaviors needed to fine-tune your internal consulting skills. Understand the role of the consultant, the relationships that need to be built through your professionalism, expertise and trust. Understand how to build trusting business partnerships with your internal customers. Learn how to discover their needs versus wants, increase their satisfaction level and negotiate as needed. Build strategies for driving collaborative and sustainable relationships.

### ESTIMATED COURSE LENGTH

2 Days (8 hours per day)

### TARGET AUDIENCE

Professionals who want to raise their game in influencing/consulting skills

### COURSE OBJECTIVES

- Understand the end to end process for consulting
- Learn how to conduct a contracting discussion to establish clear expectations and measures of success at the front-end of the relationship
- Determine methods for gathering information/data to arrive at the root causes
- Derive valuable insights from the information/data you have collected and deliver the findings in a way that strengthens the relationship with your internal clients
- Gain confidence and competence in your ability to develop and present alternative recommendations
- Gain the client's commitment to implementing a plan of action
- Learn how to offer options as an alternative to saying "no"
- Identify the resistance cues and how to adjust your approach accordingly
- Measure the outcomes of the internal consulting engagement
- Effectively close the project while maintaining the relationship



## CORNERSTONES OF LEADERSHIP

### DESCRIPTION

Newly promoted leaders or first-time leaders of a group can benefit from this intensive, highly concentrated workshop. This two-day session is designed to expose you to the fundamentals of leadership and accelerate the pace in which you drive higher levels of engagement and performance of your team.

### ESTIMATED COURSE LENGTH

2 Days (8 hours per day)

### TARGET AUDIENCE

First time Team Leaders,  
Mid-Managers, Newly Promoted  
Supervisors

### COURSE OBJECTIVES

- Inspire and enable others to take pride in their work and perform at their best
- Gain a deeper understanding of the “role of the leader” versus an individual contributor
- Understand and apply the key components of performance management to achieve excellent results
- Learn the importance and process of setting clear performance goals/objectives
- Strengthen your informal and formal coaching in order to drive desired behaviors
- Understand how to write an effective performance evaluation
- Learn how to deliver an effective performance discussion and give feedback that inspires others to take action
- Understand how your communication style helps or hinders your leadership. Build upon your strengths and tailor your style to be as effective as possible in strengthening relationships and team performance
- Understand how to encourage collaboration, true engagement and buy-in of your team
- Develop an action plan for taking your leadership to new heights





## BEHAVIOR-BASED INTERVIEWING

### DESCRIPTION

The selection of a new team member is a major investment for any organization. The behavior-based interviewing process offers solutions to common selection problems. In this course, you will learn the behavior-based interviewing techniques including how to ask questions to reveal if the candidate meets the requirements of the job and fits the culture. This approach to selection reduces mis-hires, ensures candidates are treated fairly, and guides the decision making approach to ensure greater probability of hiring the right talent.

### ESTIMATED COURSE LENGTH

12 Hours

### TARGET AUDIENCE

Leaders who have hiring authority or must participate on an interviewing panel

### COURSE OBJECTIVES

- Gain a clear understanding and appreciation of how behavioral based interviewing drives higher quality hiring decisions than traditional hiring methods
- Understand how to identify the critical job competencies and how to develop interview questions around those competencies
- Practice designing a behavioral-based interview and become more skilled and confident in the process
- Learn and/or refresh the technique of behavior-based interviewing
- Gain a clear understanding of the inappropriate questions that pose a legal risk to your organization
- Ensure you are asking questions that allow you to assess skills and experience in addition to determining cultural fit



## ONBOARDING BEST PRACTICES

### DESCRIPTION

Onboarding is the deliberate and methodical process of jump starting the development of a new leader. Learn best practices associated with acclimating new talent to the culture of the organization. Gain a deeper understanding of how to ensure that your associates have the best start possible through a deliberate and effective onboarding plan.

### ESTIMATED COURSE LENGTH

4 Hours

### TARGET AUDIENCE

Supervisors, Mid-Managers,  
Directors

### COURSE OBJECTIVES

- Learn the onboarding process – before, during and after the hire date
- Understand the difference between “onboarding” and “orientation”
- Discover the importance and impact of an effective onboarding program in engaging and retaining associates
- Learn “best practices” in onboarding based on current research
- Be able to assess your own onboarding program noting both its strengths and weaknesses
- Be able to build a powerful onboarding experience for your team members to drive engagement and high performance levels as early as possible



## THE ROLE OF THE LEADER IN TALENT DEVELOPMENT

### DESCRIPTION

Leaders play a vital role in the development of their direct reports. We will examine the best development activities that result in meaningful growth and development of your staff. Learn how to build ownership and commitment so that your associates succeed in the implementation of their plans.

### ESTIMATED COURSE LENGTH

4 Hours

### TARGET AUDIENCE

Team Leaders, Supervisors,  
Mid-Managers, Directors,  
Vice Presidents

### COURSE OBJECTIVES

- Understand the development planning process and your responsibilities as a leader to develop your high potentials, high performers as well as those who may be struggling and in need of your coaching and development
- Understand the joint partnership between the manager and the colleague in development planning
- Understand and apply best practices in developing people
- Learn proven development strategies for handling each employee differently
- Consider career interests and support your people to build and execute robust development plans that are targeted at achieving both current and development goals and long-term career aspirations
- Receive feedback on the development plans you have built



## DEVELOPMENT PLANNING TO REACH YOUR FULL LEADERSHIP POTENTIAL

### DESCRIPTION

The purpose of this interactive workshop is to explain the key elements you will want to consider when constructing your own robust Individual Development Plan (IDP). Walk through a proven process for assessing your strengths and development needs and write a development plan that will propel your success and raise your game. Learn the fundamentals of engaging in an effective development discussion including how to gain your manager's commitment.

### ESTIMATED COURSE LENGTH

8 Hours

### TARGET AUDIENCE

Leaders with direct reports

### COURSE OBJECTIVES

- Define what development planning is and is not
- Participate in a battery of leadership assessments to gain keen self-awareness
- Understand leading edge development planning activities that move the dial
- Integrate action learning principles into your development plan to accelerate the pace of development
- Link your career interests to the development planning process
- Draft a robust development plan to prepare for your development discussion with your manager
- Learn how to stretch your capabilities beyond what you thought possible
- Receive feedback on your draft development plan



## CALIBRATING PERFORMANCE RATINGS

### DESCRIPTION

Performance calibration is the process by which leaders discuss and agree on what is expected of a high performer versus a low performer to ensure fairness in the review process. Performance calibration focuses the discussion on the consistency of how you and your peers will measure performance across functions. Through open discussion and dialogue, we will guide you in a process that will help your team develop a shared understanding of performance rating and scales. Through these scales, colleagues will know that they are all being measured equally and fairly.

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### ESTIMATED COURSE LENGTH

4 Hours

### TARGET AUDIENCE

Leaders with direct reports

### PREREQUISITE

Writing and Delivering Effective Performance Evaluations

### COURSE OBJECTIVES

- Calibrate your direct reports' performance against consistent criteria used across functions
- Understand the importance of evaluating, motivating and rewarding performance
- Obtain a rounded perspective on your team members' performance by soliciting feedback from your peers
- Drive a process that increases visibility and transparency of team members' contributions
- Reach a shared and aligned understanding of ratings
- Ensure fairness and consistency in evaluations
- Understand the difference between equity and equality



## WRITING AND DELIVERING EFFECTIVE PERFORMANCE EVALUATIONS

### DESCRIPTION

The purpose of this interactive and practical workshop is to explain the key factors you will want to consider when constructing a performance review. Learn how feedback can serve as a powerful motivator if done well. Gain practice in writing and delivering performance evaluations and receive feedback that will take your leadership to new heights.

### ESTIMATED COURSE LENGTH

4 Hours

### TARGET AUDIENCE

Team Leaders, Supervisors, Mid-Managers, Directors, Vice Presidents

### COURSE OBJECTIVES

- Explain the business impact of delivering high quality performance feedback
- Deliver feedback in a way that is useful, productive and non-threatening to the recipient
- Understand how to document performance observations throughout the year so that there are no surprises
- Write effective qualitative feedback for the performance evaluation
- Use mid-year/interim performance discussions to maximize performance
- Conduct a focused, formal performance evaluation discussion
- Assess whether or not your performance feedback is making a difference and build strategies for improving your approach
- Learn how to ensure your performance evaluations do not place the organization at legal risk





## COACHING FOR OPTIMAL PERFORMANCE

### DESCRIPTION

The purpose of this workshop is to build skill and confidence in preparing for and conducting a successful coaching dialogue. You will be equipped with proven coaching tools/templates to guide you through all aspects of the formal and informal coaching processes in order to drive the desired behavior changes. These skills will not only aid in the coaching of your associates, but can also be adapted to provide coaching to peers and team members. You will learn the benefits of coaching and better understand how to maximize the performance of others.

### ESTIMATED COURSE LENGTH

4 Hours

### TARGET AUDIENCE

Project Leaders, Team Leaders,  
Supervisors, Mid-Managers, Directors,  
Vice Presidents

### COURSE OBJECTIVES

- Create a climate of open and honest communication
- Build skill and confidence in delivering balanced feedback
- Identify your role and the colleague's role in the coaching process
- Understand when it is appropriate to have a performance coaching dialogue and when it is not
- Practice coaching skills and obtain feedback in a non-threatening environment
- Create a personal and customized action plan for applying these skills
- Build a trusting relationship with the people you coach
- Learn how to deliver difficult messages while preserving the individual's self-esteem



## SETTING AND ALIGNING OBJECTIVES

### DESCRIPTION

This workshop is designed to position you (and your team) for success in setting expectations and achieving exceptional individual performance results. Gain greater insight in how to write effective objectives and align individuals' objectives to your organization's strategic goals. In doing so, we are confident that you will engage your team by providing clarity at the front end and ensuring much higher probability of executing the plans successfully.

### ESTIMATED COURSE LENGTH

4 Hours

### TARGET AUDIENCE

Team Leaders, Supervisors,  
Mid-Managers, Directors

### COURSE OBJECTIVES

- Create a climate of open and honest communication
- Provide the know-how and tools to facilitate the annual goal setting process
- Understand the clear tie between performance goals, individual and company performance
- Ensure that the goals/objectives include all of the appropriate criteria/components to ensure clarity and avoid confusion
- Apply the criteria for well-written objective statements to build goals that inspire others to take action
- Gain practice and feedback on the quality and clarity of the performance objectives you write
- Test your individual objectives for alignment with the organizational objectives
- Reach a clear understanding of the owner's timeline for implementation
- Drive clear accountability at both the associate and team levels





## LEADING CHANGE AND MANAGING TRANSITIONS

### DESCRIPTION

Organizations depend on leaders who can initiate and lead effective change. This workshop is designed to help guide leaders through a proven process for gaining buy-in for their ideas, selecting the right team, involving key stakeholders, driving effective implementation plans and measuring success of the endeavor.

### ESTIMATED COURSE LENGTH

8 Hours

### TARGET AUDIENCE

All professionals who lead change

### COURSE OBJECTIVES

- Identify what you can do to accelerate the pace of change and help others move forward
- Discover a change model that really works as leaders drive meaningful change
- Learn how to overcome resistance to change
- Identify the types of change leaders will typically encounter
- Define what is a change champion
- Understand why people resist change and what can be done to get others “onboard”
- Identify a step-by-step process in leading change



## **BUILDING HIGH PERFORMANCE TEAMS**

### **DESCRIPTION**

This session is designed with intact teams in mind. We will explore the factors that are known to lead to team success. Whether your team needs greater alignment and focus on its strategic priorities, greater role clarity, better methods of decision-making or stronger communication—we will not rest until your team has built a game plan for future success. Find new ways of building cohesive teams and encouraging and inspiring teams to achieve excellent results.

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### **ESTIMATED COURSE LENGTH**

8 Hours

### **TARGET AUDIENCE**

Team Leaders, Supervisors, Mid-Managers, Directors, Vice Presidents

### **COURSE OBJECTIVES**

- Understand how the team can leverage the strengths of each member
- Discuss the commonalities of high performing teams
- Learn how to provide a safe forum for examining how your team is working together
- Identify means for optimizing the way your team works together
- Learn how to build trust as the foundation for effective teaming
- Create goals that drive shared accountability vs. solely individual success
- Discuss and identify how your team handles constructive conflict to ultimately make strong decisions



## **SITUATIONAL LEADERSHIP®II (Ken Blanchard)**

### **DESCRIPTION**

Explore how leaders can apply different leadership styles and skills based on the needs of each direct report. To be an effective leader, you must be able to adapt your style to maximize the employee's performance. Gain a deeper understanding of why a "one size fits all" approach to leadership rarely works.

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### **ESTIMATED COURSE LENGTH**

2 Days (8 hours per day)

### **TARGET AUDIENCE**

Team Leaders, Supervisors, Mid-Managers, Directors, Vice Presidents

### **COURSE OBJECTIVES**

- Increase your understanding of how to manage people effectively in order to increase productivity
- Learn how to determine when it is appropriate to direct, coach, encourage or delegate depending upon the situation
- Become keenly aware of how your leadership style can be improving or impeding the performance of the teams you lead
- Develop specific leadership strategies, styles and skills that will help match the needs of the associates to the needs of the leader
- Create personal plans for leading associates on your team
- Obtain feedback on your leadership style and understand how you can make adjustments to have greater impact



## STRATEGIC PLANNING TO GAIN THE COMPETITIVE ADVANTAGE

### DESCRIPTION

Engage in a proven process to design and facilitate an impactful strategic planning session with your team. Develop a clear vision, mission, strategic objectives, strategies and operational plans. Learn how to facilitate a deep dialogue on your current state relative to your organization's competition, customers, core competencies and culture. Work with your team to seize opportunities to gain a competitive advantage. This planning process can be utilized at the department, organization or corporation levels.

### ESTIMATED COURSE LENGTH

2 Days (8 hours per day)

### TARGET AUDIENCE

General Managers, Directors,  
Sr. Directors, Vice Presidents,  
Presidents, CEO's.

### COURSE OBJECTIVES

- Equip you with a proven process for engaging in the strategic planning process
- Gain a deeper understanding of the levels of strategic planning
- Develop greater competency in contracting with your customers to calibrate expectations
- Examine the types of pre-work that will be necessary to plan and implement a successful strategic planning experience
- Use methodologies and tools to run a strategic planning retreat
- Identify how to assess the competitive landscape
- Discuss questions/concerns regarding the strategic planning process
- Gain experience in developing a mission and vision statement to inspire others to act
- Learn how to write effective strategic objectives that drive accountability
- Develop strategies to propel your business forward
- Drive operational plans that provide clear focus, accountability, and time tables to measure progress



## DRIVING EMPLOYEE ENGAGEMENT

### DESCRIPTION

Engaging employees to ensure optimal results is the role of each and every leader. This workshop explores the best practice research on what really motivates/inspires associates to give their discretionary effort. Learn the most important factors for driving employee engagement based on current research. Build a plan for shaping concrete actions you will take to foster a work environment that promotes success and growth versus an environment that hinders success.

### ESTIMATED COURSE LENGTH

4 Hours

### TARGET AUDIENCE

Team Leaders, Supervisors, Mid-Managers, Directors, Vice Presidents

### COURSE OBJECTIVES

- Discuss and gain agreement on the unique role you play and the actions you can personally take to drive both employee engagement and retention
- Explore the inter-relationship between employee engagement and company performance
- Understand the actions you can take to improve engagement and therefore productivity and performance of individuals and teams
- Encourage honest and open discussion on the issues that really matter to your associates