Leadership Development Courses
2018

Unleash the full potential of your leaders.

K9CO

Our greatest satisfaction is seeing leaders and teams surprise themselves by what they can accomplish.

We have been developing and delivering programs for teams and leaders of all levels for over 30 years and will work with you to develop programs that address the most pressing and essential needs of your current and emerging leaders. Our interactive programs are designed to engage the participant in the learning process and provide practical and applicable tools, knowledge and strategies so that the learning is transferred and applied back on the job.

Each of the following courses can be customized to suit your culture, organizational goals and specific learning needs including using specific examples and case studies that reflect your organization.

Foundations of Leadership Courses: New and Emerging Leaders

These courses address all of the leadership basics, the basic skills, behaviours and practices that are essential to effective leadership identified through our over 30 years of research in leadership performance. Although these courses are designed for new and emerging leaders, any leader who has not previously had an opportunity to develop in a particular area will benefit from them. We have found consistently that what most often prevent leaders from performing at their very best are the basics.

Course: Leading Self First

In order to lead others, individuals must understand their own leadership strengths and growth opportunities and recognize the extent to which they themselves consistently demonstrate the behaviours they expect from those they lead. Highly effective leaders who engage and inspire others to be bring out the best of themselves have a clear vision of the type of leader they want to be, and are intentional in bringing out the best in those they work with. Leaders who intentionally lead themselves first are also more resilient in that they learn how to maintain wellbeing and work performance under pressure, can bounce-back from setbacks effectively, and are better able to thrive even during times of increased demands and a high volume of change.

This is a two-part course: Leading with Intention (Day 1) and Building Resilience (Day 2)
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Part 1 – Leading with Intention

Leaders will:
- Complete the Task/Process Balance Profile designed to identify their personal leadership style, their leadership strengths and opportunities for improvement.
- Gain an understanding of the difference between Leading and Managing.
- Learn the behaviors and practices that differentiate high performance leaders from the rest.
- Develop an understanding of Emotional Intelligence, why it is critical to their leadership effectiveness and identify areas of their Emotional Intelligence that they will strengthen.
- Based on the learning in this module, develop a vision of the leader they want to become.
- Receive coaching to develop their guiding principles and begin to achieve their leadership vision.
- Develop their personal leadership development goals.

Part 2 – Building Resilience

Leaders will:

- Gain an understanding of why resilience is critical to a leader and team's ability to perform at their very best.
- Develop a heightened awareness of their response under stress, how it affects their communication style, the performance of those they lead and gain the tools needed to manage it.
- Learn how to respond (instead of react) productively to difficult situations and events in a manner that reduces/prevents stress and conflict and creates opportunities to thrive.
- Learn the importance of building authentic and energizing relationships at work and gain strategies to do so.
- Learn how to model the Key Resilient Behaviours in leadership.
- Identify how to let go of assumptions, beliefs, and 'old baggage' that are preventing the leader from thriving.
- Develop a resilience-building action plan.

Course: The Power to Influence through Communication

Communicating with employees, patients, internal clients and co-workers is a major part of leader's workday. Recent studies indicate that miscommunication and misunderstandings are the greatest causes of conflict, poor patient outcomes, and lack of productivity in the workplace. This course provides a variety of tools, strategies and guidelines to develop the skills required to communicate effectively and positively influence others.

Objectives

Leaders will:

- Identify communication barriers and ways to remove them.
- Gain a communication model to ensure messages are received as intended.
- Learn how visual communication (nonverbal language) adds congruence to an emotionally intelligent message.
- Explore self-awareness; Practice empathy to interpret what others are really communicating in their message(s), beyond the spoken word.
- Use EI to create a great first impression, establish rapport and trust, and positively influence others.

Course: Developing Powerful Teams that Create Results

Developing powerful teams is a skill that is required throughout effective organizations. This introductory course provides the basic skills, tools and techniques that anyone leading a group of people requires.

Objectives

Leaders will learn:

- The difference between and workgroup and a team.
- The factors that differentiate a high performance team from the rest.
- How to create a healthy team climate in which members support one another in getting the job done.
- Strategies for managing conflict between team members.
- How to develop team agreements for increased cohesiveness and a positive climate.
- To develop members' desire to pull together towards a common goal.
- Techniques to energize the team.

Course: Enabling and Managing Performance

In this program leaders will learn how to create powerful conversations that result in visible performance improvement. They will gain the tools and knowledge necessary to create an environment where feedback, continuous improvement and learning become part of the everyday.

Objectives

Leaders will learn:

- Their role in the performance management process.
- A model for facilitating powerful performance management conversations including:
    o Creating an open and engaging atmosphere.
    o Giving difficult feedback so that it is received in a way that allows the information to be used for change.
    o Recognizing and managing the behaviours that can block success in the review process.
    o Understanding the 3 most common performance review pitfalls and how to avoid them.
    o Setting and managing expectations.
    o Using the performance review meeting to engage and energize employees.
    o Developing ownership and accountability for one's performance
    o Recognizing achievement.
- How to create an environment focused on continuous improvement and feedback.
- How to use coaching on the job as a powerful tool to create greater engagement, accountability and improved performance.
- A model for creating powerful coaching conversations in the moment, on the job and in formal performance management meeting

Course: Creating Engagement in Change so that it Sticks

It is true that change is a constant but that doesn't make it any easier to manage. Developing teams to be open to and ready for change is a key responsibility and competency of leadership, along with ensuring teams have the ability to implement change effectively so that it sticks over the long term.

Objectives

 Leaders will learn:

- The differences in how people experience and respond to change.
- How to recognize passive resistance to change and how to manage it.
- How to use this knowledge to effectively support the people they lead through change.
- How to develop buy-in and support for change that may be unpopular.
- How to ensure change sticks.
- How to create a culture of change compatibility within the team.

Course: Meetings for Results (Level 1)

Well led meetings are critical to organizational effectiveness. Too many and poorly led meetings are critical contributors to organizational ineffectiveness. Meetings are processes in which decisions are often made and the degree of commitment to follow through and support the decision is determined. Learning how to lead meetings also results in the leaders learning how to participate in meetings and take shared ownership for the effectiveness of the meeting even when they are not the meeting facilitator.

Objectives

Leaders will learn:

- 5 steps to a productive meeting.
- When to hold a meeting.
- How to determine who to include in a meeting.
- How to create a sense of ownership among meeting members for the effectiveness of the meeting.
- How to create participation.
- How to manage negative meeting behaviours and responses.
- How to lead a group decision making process.
- What consensus is and how to achieve it.
- How to increase buy-in to decisions made and follow through on commitments made.

Next-Level Leadership: Middle Management to Senior Executives

This set of courses focuses on the skills, tools and techniques leaders in middle to senior management (and above) need to manage the challenges presented by leading other leaders, working across the organization, managing expectations from all directions, tapping the best of those they lead, creating alignment and translating strategy into action and results.

Course: Leading an Engaging Performance Management Process

Leaders gain the tools and knowledge needed to turn any performance management process into a highly valuable and engaging experience. An exceptional performance management process that fully taps people's talent and potential includes the traditional appraisal system but goes far beyond.

In this program leaders learn how to create powerful conversations that result in visible performance improvement. Leaders gain the tools and knowledge necessary to create an environment where feedback, continuous improvement and learning become part of the everyday.

Objectives

Leaders will learn:

- Tools and techniques to maximize the performance management process.
- Your role in the performance management process.
- How to create an environment focused on continuous improvement and feedback.
- A model for facilitating powerful performance management conversations including:
    o Creating an open and engaging atmosphere.
    o Giving difficult feedback so that it is received in a way that allows the information to be used for change.
    o Recognizing and managing the behaviours that can block success in the review process.
    o Understanding the 3 most common performance review pitfalls and how to avoid them.
    o Using the performance review meeting to engage and energize employees.

Course: Enabling Everyday Innovation

Innovation that results in exceptional patient care, greater efficiencies and leading edge teams and healthcare organizations is not created only by research, innovation experts or brainstorming sessions. Innovation should and can happen every day in every corner of every healthcare facility.

Innovation happens when ideas and learning are shared, minds are clear and focused, open and collaborative communication is fostered, people are engaged in what they are doing, and when creative thinking is sparked *and* cultivated. Each of these is a critical characteristic of a high performance healthcare team. These teams foster innovation organically – it is simply a part of their culture.

Objectives:

Leaders will:

- Define what 'Everyday Innovation" means to their organization and team
- Learn the factors that must be present to foster a culture of innovative thinking and shared learning
- Develop strategies for creating a climate in which team members take ownership for continuous improvement in care practice and service delivery.

Course: Collaboration and the New Responsive and Interconnected Organization

Skills in collaboration are not only critical to patient-centered care and interprofessional teams, but also support the development of systems thinking and decision making. Collaboration is essential to the delivery of exceptional care and t translating strategy into action.

Objectives

Leaders will learn:
- How skills in collaboration will support their ability to work effectively with colleagues, work more effectively with the leaders they lead and more effectively reach across functions to increase alignment and gain active support for strategic activities.
- How collaboration is a critical component to quality care, engagement, systems thinking and results.
- To identify their own collaboration style and strengths and gaps that may be hindering the leader's effectiveness.
- Barriers to collaboration and how to remove them within teams, across departments, and across the organization.
- How to cultivate dynamic networks.
- Steps to developing a collaborative leadership style.

Course: Leading Leaders

Leading a group of leaders, each with their own style, attitude and set of priorities, presents a unique set of challenges. This is a highly customized and dynamic workshop where responses to pre-session work will drive parts of this session to ensure the specific challenges leaders face in leading other leaders within their specific organizations are addressed in detail along with providing solutions and guidance to these challenges and receiving coaching in the workshop from the facilitator and support from peers.

Objectives

Leaders will:
- Recognize the degree to which their behaviours and practices reflect values of their organization.
- Identify specifically how the degree to which they demonstration the values affects their ability to effectively lead other leaders.
- Identify perceived barriers to consistently demonstrating the values.
- Learn methods for removing the barriers.
- Renew their commitment to consistently living the organization's values.
- Identify the unique challenges faced in leading leaders.
- Learn techniques for meeting the challenges.

Course: Leading and Enabling Change

Organizations that thrive today are those that have created a change compatible culture, a culture in which teams demonstrate a flexible, rather than rigid, response to change and put their energy and focus on making the change work for them, their organization and their customers.

As organizations face an increasingly high volume of change at an unprecedented pace, the result can be greater resistance from staff who feel overstressed and undervalued. As a result, leaders must be equipped with the tools and know-how to address, and ideally prevent, a rigid response so that the team can effectively come together in a productive manner to ensure the change is not only implemented effectively but that it sticks over the long run.

Objectives

Leaders will learn:

- An understanding of the 3 Team Responses to Change.
- Tools and strategies for addressing and preventing resistance to change.
- Tools and strategies for enabling support for change (even when change is being imposed upon a team).
- How to assess change compatibility potential for a particular change and predict potential barriers to effective implementation.
- How to recognize and manage silent resistance to change.
- How to ensure consistent understanding is communicated across work groups and functions.
- To use systems thinking in the change process.
- Change pitfalls: The most common reasons why change initiatives fail and tools and strategies for preventing them.
- The key requirements for getting people mobilized to implement change as envisioned.

Course: Meetings for Results (Level 2)

Well led meetings are critical to organizational effectiveness. Too many and poorly led meetings are critical contributors to organizational ineffectiveness. Meetings are processes in which decisions are often made and the degree of commitment to follow through and support the decision is determined. Learning how to lead meetings also results in the leaders learning how to participate in meetings and take shared ownership for the effectiveness of the meeting even when they are not the meeting facilitator. Meetings that Make a Difference (Level 1) provides the basic skills, tools and techniques that everyone leading a group of people requires. These basics are also provided in this course with greater emphasis on deciding when a meeting is needed and who needs to attend, creating inclusion of those not in the meeting, and problem solving and decision making incorporating innovative and systems thinking, consensus and ensuring decisions made are executed.

Objectives

Leaders will learn:

- 5 steps to a productive meeting.
- When to hold a meeting.
- How to determine who to include in a meeting.
- How to include those not in the meeting but who need to be onside.
- How to create a sense of ownership among meeting members for the effectiveness of the meeting.
- How to create productive participation.
- How to use individual differences of opinion to strengthen the meeting.
- How to lead a group decision making process.
- To understand systems thinking
- How to use systems and innovative thinking in decision making and problem solving

- What consensus is, when is it needed and how to achieve it.
- How to get decisions from the meeting room to execution.

Course: Creating the Flexible and Responsive Organization

In a transformational environment the ability to adapt, whether it be the individual, the team or the organization is essential to successful outcomes. Recognizing the present working style at each level is important in order to make appropriate adjustments to support transformation. For example at the organizational level, some organizations are rigid and top down in style. Others, in an attempt to be more open and involve more people become limp; too much information, too many meetings, too much non-productive participation. The key is to be neither rigid and top down nor complacent but learn to be appropriately flexible. The flexible organization balances attention to task and attention to the process and becomes responsive and adaptable.

This module will be based on the results of an additional instrument, The Task and Process Balance Assessment. This will allow each leader to examine their own Task-Process balance. The facilitator will also use the results to develop an Executive Team Task/Process balance profile. This will provide a framework for course module design and discussions.

Objectives

The leaders will:

- Learn which characteristics reflect a rigid, complacent, and flexible organization.
- Learn how flexibility supports transformation, responsiveness and results. (This includes how whole systems and innovative thinking, collaboration and productive participation all contribute to better decisions, execution and ultimately transformation.)
- Learn which behaviours most powerfully shape a flexible, responsive organization.
- Recognize their own behaviours and how they have a daily impact on shaping the organization.
- Recognize how their personal task and process balance and style affects their ability to effectively manage the dual responsibility of strategic issues and people leadership.
- Identify personal behaviours they will change.
- Define how a more flexible and responsive organization would differ from the present.
- Identify behavioural and practice change that will support the emergence of a more adaptive and responsive organization.

Course: Collaboration Skills for the Transformational Leader

Skills in collaboration not only enhance relationships between members of teams, encourage cross-functional and external relationships and partnerships but also support the development of systems thinking and decision making. Collaboration is essential to engaging the organization in its transformation and turning strategy into action.

<u>Objectives</u>

Leaders will learn:

- How skills in collaboration will support their ability to work effectively within and without the corporation, work more effectively with the leaders they lead and more effectively increase alignment and gain active support for strategic activities and other initiatives.
- How collaboration is a critical component to engagement, systems thinking and results.
- To identify their own collaboration style, strengths and gaps that may be hindering the leader's effectiveness.
- Barriers to collaboration and how to remove them.
- How to cultivate dynamic networks.
- Steps to developing a collaborative leadership style.