



## **Developing Consistent and Capable Leaders:**

### *Training for Managers, Supervisors and Working Leaders*

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#### **Step 1: Confirm the Needs of Your Team, Get Buy In and Ensure a Fit Between Your Organization and Ours**

The first step is an initial conversation or meeting to ensure a good fit between your needs and our training solution. This can be by telephone, webcam or in person.

Next, we recommend a closer look at the needs of your leadership team. Often there are a small number of individuals who exemplify the type of leadership you want to see across your organization. We can benchmark what makes these leaders great and then build a training program to duplicate their approach.

We can help the management team understand the needs and feedback from the course participants by interviewing them individually or in small groups. This interview gives each participant a chance to get to know the course instructor and builds stronger buy-in to the training. A less expensive and less interactive approach is to administer a concise needs survey to the group.

We summarize the information back to management along with recommendations on which training topics should be included in the training program.

#### **Step 2: Coaching Session for Managers**

We expect that the managers of the leadership training participants will act as coaches in between training sessions. Management interest and involvement is a key factor in how seriously the training participants embrace the application of their new skills on the job.

We conduct a briefing session for management to:

- Provide a summary of the information gained during Step 1 above.
- Provide an overview of the selected training modules, what is expected of the participants and what is expected of the managers.
- Get a commitment from managers that they will fulfill their role as coaches in between training sessions.
- Provide coaching skills so that managers feel confident and effective in their coaching role.



### **Step 3: Select the Training Topics and Schedule the Training**

#### Create a Long Term Leadership Development Process

- Select a series of modules/topics based on the feedback from the interviews or from management input. These modules and topics could form the basis of a Leadership Certificate program for your organization.
- By selecting a series of topics to be delivered in clusters, it is possible to create a “semester” type of program with groupings of topics and time in between for application on the job.
- We recommend scheduling the training in half-day or full-day sessions, held either weekly, bi-weekly or monthly.
- Optimal group size is from 6 to 20 participants. We can train larger groups if necessary.

#### Keeping Training Alive with Coaching

- We recommend that each participant meet with a designated internal coach, likely their manager but not necessarily, in between each training session to discuss how the participant is integrating what they learned in the training to their regular daily and weekly routine. We can provide the internal coach with support so they can fulfill these responsibilities.

#### Individual Coaching

- In some cases, training participants may prefer to discuss individual challenges in private outside of the training sessions. We recommend allocating time before the group training that is available for participants or the internal coach. This coaching time can also help catch-up a participant if they miss a topic.

#### Broader Staff Development

- Some topics in the leadership development process may be of interest and benefit to other staff members in your organization. These topics could either be opened up to these individuals to join in voluntarily, or separate sessions could be delivered for all staff. It is also possible to deliver shorter sessions in a 1–2 hour lunch and learn format.

#### Accountability for Application of the Training

- Each participant is expected to document the specific insights and commitments they gain from each training session. They are expected to share these insights with the internal coach or manager.
- Each participant is expected to document one item that they have applied for each training session at the following session. A copy of this application journal is provided to the manager and the HR department.



### Application to Continuous Improvement Projects

- Some clients have found it financially rewarding to have participants work on a specific continuous improvement project during the training so that there is both a tangible and intangible payoff.

### Possible Training Modules

Each is delivered in a 3 to 3½ hour session:

- **Leadership Style Inventory** - Each participant will complete a Leadership Style Inventory and gain insights into their constructive leadership styles and their defensive styles. The results are confidential to the participant and they will share two or three action steps with their manager. This kind of insight can help all leaders take steps to become more positive and proactive. It also creates more desire to learn the skills taught in future training sessions.
- **Leadership 1** - 4-phase management cycle (Plan, Organize, Lead, Control); key result areas; situational leadership - the link between leadership style and performance.
- **Leadership 2** - Characteristics of an effective leader; assessing your strengths and weaknesses as a leader; developing a vision for your department; conducting an effective meeting and leading by example.
- **Understanding People, Motivation and Performance** - What motivates people; diagnosing performance problems; creating a motivational climate.
- **Communicating Effectively** - Verbal and written communication; 5 step verbal communication process; effective listening skills; how to use email communication more effectively.
- **Accountability, Empowerment and Delegation** - How to increase the accountability of the work group, delegate more responsibility and empower the workgroup.
- **Confronting and Correcting** - Using a progressive corrective approach. Determining the most appropriate response. How to conduct and document a corrective conversation.
- **Managing Conflict** - Understanding your preferred conflict style. Selecting the most appropriate strategy. Resolving conflict between others.
- **Coaching** - A sports-based simulation to reflect personal and team beliefs and values about coaching. How to develop a constructive coaching mindset and develop your team for long-term success.



- **Problem Solving & Decision Making** - Using a systematic approach to identify the problem, verify the root cause, investigate alternative solutions, decide on the best solutions and implement the permanent fix.
- **Personal and Career Success** - This session helps participants think about their own goals and personal development and how they can position themselves to be more effective in their current role, and be ready for future responsibilities. They also see how to become more personally fulfilled through their current assignment and future endeavors.
- **Building a Winning Team** - Combining problem solving and team building, this session uses a survival simulation to teach how to extract maximum contribution from each person and achieve the best possible solution to problems and decision making.
- **Performance Management** - How to conduct an effective performance review and use the conversation to lift the performance of each team member. How to give regular coaching and corrective feedback.
- **Time Management** - How to prioritize tasks according to value-added and eliminate or delegate less value-added tasks.

### Experienced Training Facilitators

Greg Schinkel is President and has co-authored two best-selling books, “Employees Not Doing What You Expect” and “Awakening the Workplace” and has appeared numerous times on television and radio for his expertise on leadership. He is a top rated speaker, facilitator and coach who presents with energy and enthusiasm.

Steve Jones, a Senior Associate is in his tenth year as a top-rated facilitator. Steve has experienced being promoted from the front line to being a supervisor and eventually production manager and general manager. His easy going practical style makes him a favorite with participants.

### Investment Estimate

In order to provide a detailed costing for your project we will need to know the following information:

- The total number of participants to be trained.
- The number of groups that need to be scheduled (sometimes because of shift work, or the difficulty in pulling everyone into one training session, we may need to deliver the same topic multiple times.)
- The number of topics.
- Whether we will conduct pre-training interviews.
- Where the training will be conducted.

To discuss your needs, ensure a good fit and request a proposal:  
Call toll free: 866-700-9043 or email: [info@uniquedevelopment.com](mailto:info@uniquedevelopment.com)  
Or visit us online at: [www.uniquedevelopment.com](http://www.uniquedevelopment.com)



When we calculate the investment required for your project, we use a flat base fee per group and a per person fee for learning materials. This provides you with maximum flexibility to construct the training program within a defined budget. Payment terms require an initial deposit with the balance paid in conjunction with the delivery of the sessions.

### **Return on Investment**

Effective leadership is the lifeblood of your organization. Your managers and supervisors impact cost of delivery, customer satisfaction, productivity, employee turnover and virtually every controllable cost factor. Improving their leadership skills should generate a payback that is many times the investment.

### **Workbooks, Reminder Cards, Graduation Certificates**

Each participant receives a workbook binder that is a reference tool following the training. In addition, each participant receives a copy of *Employees Not Doing What You Expect*, or *Awakening the Workplace*, or the DVD *Persuasive and Influential Leadership*. Each person receives a certificate of completion and a copy goes to HR for the training file. A summary of the training evaluation results goes to HR for review following the training.

### **Steps to Move Forward**

1. Have a discussion about your needs to ensure there is a good fit between our two organizations by telephone, using webcam or in-person
2. Prepare and approve a proposal
3. Conduct the pre-training interviews and management session
4. Conduct the training
5. Enjoy the benefits

### **Connect with us in these convenient ways:**

- Telephone toll free (866)700-9043
- Email: [info@uniquedevelopment.com](mailto:info@uniquedevelopment.com)
- Web: [www.uniquedevelopment.com](http://www.uniquedevelopment.com)