

# LEADERSHIP ESSENTIALS MATRIX



Module Name	Objectives	Skill Points
<p><b>Essential Skills of Leadership</b></p> <p><i>Delivery Methods Available: Classroom, Online</i></p> <p><i>Classroom – 4 hours</i> <i>Online – 1 ½ to 2 hours</i></p>	<ul style="list-style-type: none"> <li>• <b>Deal</b> with your team members on a day-to-day basis in such a way as to maintain and enhance their self-esteem.</li> <li>• <b>Base</b> your discussions about performance and work habits on your team members' behavior rather than on personalities and attitudes.</li> <li>• <b>Involve</b> your team members in goal setting, problem solving and decision-making.</li> </ul>	<ul style="list-style-type: none"> <li>• Maintain or Enhance Team Member Self-Esteem.</li> <li>• Focus on Behavior.</li> <li>• Encourage Team Member Participation.</li> </ul>
<p><b>Essential Skills of Communicating</b></p> <p><i>Delivery Methods Available: Classroom, Online</i></p> <p><i>Classroom – 4 hours</i> <i>Online – 1 ½ to 2 hours</i></p>	<ul style="list-style-type: none"> <li>• <b>See</b> that communication is a two-way process.</li> <li>• <b>Construct</b> clear, concise messages in the interest of the receiver.</li> <li>• <b>Manage</b> nonverbal behaviors to reinforce the intent of your message.</li> <li>• <b>Listen</b> actively to improve communication.</li> <li>• <b>Create</b> a climate of open communication which increases team members' motivation and commitment.</li> </ul>	<ul style="list-style-type: none"> <li>• Create a Climate of Open Communication.</li> <li>• Design Clear, Concise Messages.</li> <li>• Manage Nonverbal Behaviors Effectively.</li> <li>• Listen to Communicate.</li> </ul>
<p><b>Coaching Job Skills</b></p> <p><i>Delivery Methods Available: Classroom, Online</i></p> <p><i>Classroom – 4 hours</i> <i>Online – 1 ½ to 2 hours</i></p>	<ul style="list-style-type: none"> <li>• <b>Understand</b> what coaching is, why it is important, and how it supports individual and company goals.</li> <li>• <b>Prepare</b> for a coaching session by using observation and analysis to build a plan for a successful dialog.</li> <li>• <b>Hold</b> a coaching conversation that improves an individual's performance and increases productivity.</li> <li>• <b>Use</b> coaching as a way to build a valuable sense of teamwork between the team leader and team member through communication, shared goals and collaboration.</li> </ul>	<ul style="list-style-type: none"> <li>• Observe and Analyze Performance.</li> <li>• Identify Area of Performance that Needs Improvement.</li> <li>• Demonstrate How Task Should be Performed and Ask Team Member for Questions.</li> <li>• Have Team Member Demonstrate and Give Team Member Feedback on Performance.</li> <li>• Set Up Time for Review.</li> </ul>
<p><b>Communicating Up</b></p> <p><i>Delivery Methods Available: Classroom, Online</i></p> <p><i>Classroom – 4 hours</i> <i>Online – 1 ½ to 2 hours</i></p>	<ul style="list-style-type: none"> <li>• <b>Understand</b> the importance of framing all communication with your manager in terms of his/her self-interest.</li> <li>• <b>Enter</b> meetings with your manager armed with a well-thought-out and clearly stated objective.</li> <li>• <b>Clearly</b> link your objective with facts that support their plans and goals.</li> <li>• <b>Work</b> with your manager to uncover any questions or reservations he/she may have concerning their message.</li> <li>• <b>Move</b> conversations toward agreement with questions that focus on the benefits to be gained when the objective is reached.</li> <li>• <b>Clearly</b> and concisely restate the decisions that results from communicating with your manager and insure that those decisions are mutually understood.</li> </ul>	<ul style="list-style-type: none"> <li>• State objective concisely in terms of the needs and interests of their manager.</li> <li>• Detail objective and support it with facts.</li> <li>• Ask for and/or respond to questions.</li> <li>• Probe for agreement.</li> <li>• Summarize and confirm conclusion.</li> </ul>

## Vital Learning Corporation

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<p><b>Delegating</b></p> <p><i>Delivery Methods Available: Classroom, Online</i></p> <p><i>Classroom – 4 hours</i> <i>Online – 1 ½ to 2 hours</i></p>	<ul style="list-style-type: none"> <li>• <b>Understand</b> the importance of effective delegation as well as the problems associated with the lack of delegating or delegating poorly.</li> <li>• <b>Communicate</b> both the need for and the “why” of every delegated assignment and task.</li> <li>• <b>Use</b> delegation as a powerful motivational tool.</li> <li>• <b>Use</b> delegation to improve your team members’ skills.</li> <li>• <b>Encourage</b> team member participation and involvement through proper delegating.</li> <li>• <b>Establish</b> a team member’s responsibility and authority for a delegated task.</li> <li>• <b>Regularly</b> monitor progress through feedback and review.</li> </ul>	<ul style="list-style-type: none"> <li>• Explain need for delegation.</li> <li>• Use delegation of task to motivate.</li> <li>• Explain task and ask team member’s view.</li> <li>• Specify responsibility and authority.</li> <li>• Confirm team member’s understanding and set up time for review.</li> </ul>
<p><b>Developing Performance Goals and Standards</b></p> <p><i>Delivery Methods Available: Classroom, Online</i></p> <p><i>Classroom – 4 hours</i> <i>Online – 1 ½ to 2 hours</i></p>	<ul style="list-style-type: none"> <li>• <b>Define</b> goals, objectives, and performance standards.</li> <li>• <b>Identify</b> and set performance standards that are specific, measurable, attainable, results oriented, and time-framed, using concrete active language.</li> <li>• <b>Establish</b> time limits for all performance standards.</li> <li>• <b>Involve</b> team members in creating their own individual performance standards.</li> <li>• <b>Negotiate</b> with team members to develop effective S.M.A.R.T.-based performance standards.</li> <li>• <b>Monitor</b> team members’ progress toward their goals by holding individual review meetings.</li> </ul>	<ul style="list-style-type: none"> <li>• State broad goal of the plan and the Team Members’ role within it.</li> <li>• Ask the team member’s view of what his or her performance standards should be within the plan.</li> <li>• Negotiate by modifying unrealistically high or low performance standards.</li> <li>• Agree on performance standards that are S.M.A.R.T.-based.</li> <li>• Confirm team member’s commitment and set up review.</li> </ul>
<p><b>Effective Discipline</b></p> <p><i>Delivery Methods Available: Classroom, Online</i></p> <p><i>Classroom – 4 hours</i> <i>Online – 1 ½ to 2 hours</i></p>	<ul style="list-style-type: none"> <li>• <b>Use</b> techniques of effective discipline to eliminate problem behavior.</li> <li>• <b>Communicate</b> in terms of behavior rather than perception or opinion.</li> <li>• <b>Recognize</b> the importance of team member participation in defining the problems and solutions.</li> <li>• <b>Review</b> performance to make sure the problem is resolved.</li> </ul>	<ul style="list-style-type: none"> <li>• State Performance Problem.</li> <li>• Ask Team Member’s View.</li> <li>• Ask Team Member for a Solution.</li> <li>• Agree on Plan.</li> <li>• Give Team Member Verbal or Written Warning and Set Up Time for Review</li> </ul>
<p><b>Improving Work Habits</b></p> <p><i>Delivery Methods Available: Classroom, Online</i></p> <p><i>Classroom – 4 hours</i> <i>Online – 1 ½ to 2 hours</i></p>	<ul style="list-style-type: none"> <li>• <b>Distinguishing</b> between job performance and work habits.</li> <li>• <b>Understanding</b> the importance of dealing with unsatisfactory work habits early, before they require disciplinary action.</li> <li>• <b>Explaining</b> clearly and specifically to a team member the nature of his/her unsatisfactory work habits, focusing on behavior rather than personality or attitude.</li> <li>• <b>Involving</b> the team member in the process of correcting the unsatisfactory behavior through an interactive process which maintains the team member’s self-esteem.</li> <li>• <b>Increasing</b> team member accountability by getting team member commitment to a clear plan of action and by reviewing progress regularly.</li> </ul>	<ul style="list-style-type: none"> <li>• State problem clearly and specifically.</li> <li>• Ask team member’s view.</li> <li>• Ask team member for solution.</li> <li>• Agree on plan.</li> <li>• Get commitment and set up time for review.</li> </ul>

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<p><b>Managing Complaints</b></p> <p><i>Delivery Methods Available: Classroom, Online,</i></p> <p><i>Classroom – 4 hours</i> <i>Online – 1 ½ to 2 hours</i></p>	<ul style="list-style-type: none"> <li>• <b>Understand</b> why all team member complaints must be dealt with rather than ignored or dismissed.</li> <li>• <b>Be</b> more sensitive to all the problems-major or trivial, real or imagined-that can lie behind complaints.</li> <li>• <b>Understand</b> techniques used to determine underlying problems, which are not always the same as those the team member thinks are responsible for his/her difficulties. <b>Use</b> various techniques to solve such problems while maintaining a positive relationship with the team member.</li> </ul>	<ul style="list-style-type: none"> <li>• Ask team member to detail complaint.</li> <li>• Get agreement on substance of complaint.</li> <li>• Ask team member for solution.</li> <li>• Schedule time for investigation and agree on action plan.</li> <li>• Set a date for follow-up meeting.</li> </ul>
<p><b>Providing Performance Feedback</b></p> <p><i>Delivery Methods Available: Classroom, Online</i></p> <p><i>Classroom – 4 hours</i> <i>Online – 1 ½ to 2 hours</i></p>	<ul style="list-style-type: none"> <li>• <b>Base</b> assessments on facts and behavior.</li> <li>• <b>Assess</b> performance.</li> <li>• <b>Use</b> positive performance feedback to encourage self-motivation of team members.</li> <li>• <b>Gain</b> team member <b>participation</b> in assessment.</li> <li>• <b>Gain</b> team member <b>agreement</b> with the assessment.</li> <li>• <b>Gain</b> team member <b>commitment</b> to the change needed to improve performance.</li> </ul>	<ul style="list-style-type: none"> <li>• Ask for team member's evaluation and give your evaluation of performance.</li> <li>• Identify what would help maintain or improve performance.</li> <li>• Ask team member to identify how improvement can be achieved.</li> <li>• Agree on plan.</li> <li>• Get commitment and set up review.</li> </ul>
<p><b>Resolving Conflicts</b></p> <p><i>Delivery Methods Available: Classroom, Online</i></p> <p><i>Classroom – 4 hours</i> <i>Online – 1 ½ to 2 hours</i></p>	<ul style="list-style-type: none"> <li>• <b>Distinguish</b> between the two major sources of team member conflicts: personality clashes and work structure problems.</li> <li>• <b>Be</b> aware of the positive and negative impacts of conflicts.</li> <li>• <b>Accept</b> conflict as an inevitable part of all work situations, one that must be dealt with, not ignored.</li> <li>• <b>Establish</b> a cooperative atmosphere to resolve conflicts when they arise.</li> <li>• <b>Help</b> individuals involved in conflicts understand each other's point of view.</li> <li>• <b>Lead</b> them to agree on the facts and a solution.</li> </ul>	<ul style="list-style-type: none"> <li>• Ask each team member to state problem.</li> <li>• Ask each team member to state other's view of problem.</li> <li>• Ask each team member to confirm accuracy of other's restatement.</li> <li>• Focus on objective facts, areas of mutual need or mutual goals.</li> <li>• Ask each team member to suggest solutions.</li> <li>• Bring both to agreement on specific steps to resolve conflict and set up time for review.</li> </ul>
<p><b>Supporting Change</b></p> <p><i>Delivery Methods Available: Classroom, Online</i></p> <p><i>Classroom – 4 hours</i> <i>Online – 1 ½ to 2 hours</i></p>	<ul style="list-style-type: none"> <li>• <b>Understand</b> and interpret change and the impact on your team members.</li> <li>• <b>View</b> change and the anxiety it can cause team members as natural and inevitable.</li> <li>• <b>Involve</b> team members in the process of change.</li> <li>• <b>Help</b> your team members make the change.</li> <li>• <b>Follow</b> up on the initial meeting to make sure adjustment to the change is going as planned.</li> </ul>	<ul style="list-style-type: none"> <li>• Detail coming change and explain reason for it.</li> <li>• Let team member ask questions, express opinions and concerns.</li> <li>• Respond to team member's questions and concerns.</li> <li>• Get commitment and set up time for review.</li> </ul>

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