

## ***„Conscious leadership”***

### ***Course description:***

You can be a manager who acts properly. You can be also a manager who acts like an artist. The training conscious leadership is addressed to mid-level and senior managers, to people who know how to manage employees as they have some experience in this area, however, they would like to develop their leadership competencies. This training allows you to look at yourself as if you were a supervisor in terms of building authority, inspiring others to take action and exploring the charisma which is needed in order to be a conscious and very effective boss. The course also allows you to look at the employees in terms of their deep motivations and hidden competences so that you can fully work on their professional development.

### ***Acquired skills:***

By taking part in the training participant:

- learns rules of effective leadership,
- understands the leader's role to inspire people in order to take actions,
- learns leadership growth phases and knows how to implement them during professional work,
- understands the essence of six essential leadership rules,
- is aware of motivation mechanisms, which can affect the subordinates,
- broadens the knowledge of the theories and processes to motivate people (Maslow, Herzberg, McGregor),
- knows the results of 20 years of research carried out in the Gallup Institute (over a million surveyed employees) relating to employees' engagement factors,
- understands what determines the strength of motivation (Victor Vroom's model),
- knows the diagram of Ken Blanchard and understands when to support and when to direct his subordinates,

- understands the role of the change in relation to development of the organization and its people,
- understands the importance and usefulness of feedback in motivating and evaluating employees,
- is able to provide constructive and supportive feedback to his employee.

### *Training program:*

#### **I. I – MEANS WHO? WE – MEANS A TEAM.**

1. Quo vadis, leader – where are you going? – inspiring vision as the source of your strength.
2. Effective and ineffective verbalized vision.
3. Who am I and why am I doing it? Leader's identity and its mission in the organization and its impact on employee engagement.
4. How to generate a change in the attitudes of subordinates? – Changes in the level of identity, mission and beliefs of people and their behavior.
5. How to communicate with the team and influence on its effectiveness - levels of neurological functioning of people according to Robert Dilts.
6. Inspiring the team - how to create employee-enthusiasts?
7. Encourage employees to think independently, that is, creating a space for the team growth.

#### **II. MOTIVATION – LEADER'S KEY RESOURCE**

1. Theories of motivation and their application in practice:
  - Maslow's theory of needs,
  - motivation and hygiene factors (de-motivation) according to Herzberg,
  - Theory X and Theory Y people according to McGregor,
  - Skinner's behavior modification.
2. The results of the Gallup Institute regarding employees' engagement.
3. 12 most important factors for the involvement of employees in achieving the objectives of the company.
4. Higher level factor affecting all the other motivators which demonstrates a staff commitment.

5. Victor Vroom's model of motivation, what determines the strength of human motivation?

### **III. RULES OF LEADERSHIP**

1. How to get people to participate? in order to realize the rule of influence.
2. Where to get power from? The right of respect says that people follow leaders who are stronger than them.
3. Leader finds a dream, and then he finds the people. People find a leader, then they find the dream – the rule of persuasion.
4. The rule of the inner circle, how to help employees to see the greatness in themselves?
5. Leadership growth stages, how to be a conscious and effective leader? – The rule of the process.
6. *What is our goal? I will answer in one word: victory!* Winston Churchill – how to implement the rule of victory?

### **IV. SITUATIONAL LEADERSHIP**

1. Defining situational leadership.
2. Ken Blanchard's situational leadership model.
3. How to adjust leadership style to an employee's development stage.
4. Changes of an individual development stages depending on the task or aim.
5. How to meet an individual real possibilities?
6. How to diagnose the stage of team development and its needs properly?

### **V. CHANGE GENERATION**

1. Importance of change management – an opportunity or a threat?
2. How to manage the process of introducing changes?
3. Involvement and employees' influence on planning changes.
4. An agent of change, that is you.
5. Eight strategies of change management.

### **VI. SUPPORTIVE FEEDBACK**

1. The role and importance of feedback:
  - supporting team collaboration,
  - aiming at employees' development,
  - building an atmosphere openness,

- mutual motivation.
- 2. Feedback rules given to subordinates.
- 3. How to prepare for a talk with subordinate.
- 4. Supportive feedback – 2 +2 model.
- 5. Talk focused on changing subordinate's attitudes, and corrective talk.
- 6. Mistakes in giving feedback.

### *Methodology:*

During the training we use the following training methods:

- lecture
- case study
- role plays
- working with the video camera
- feedback
- discussion

### ***Organizational information:***

Number of training hours: 12 hours / 2days

Time of training 9:15-15:15

Place of training: Łódź, Piotrkowska 125 – KM Studio - trainings