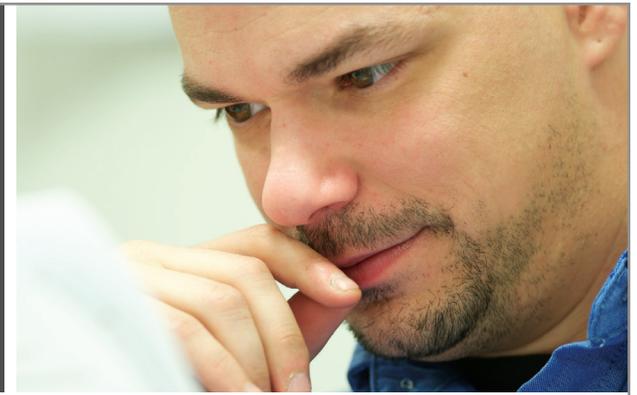


# Living As A Leader® Leadership Development Series FACT SHEET



Our signature service, the Living As A Leader® Leadership Development Series, is a comprehensive, steady-progress-over-time approach that equips leaders with depth and breadth of skill and knowledge. Participants include supervisors, managers and other key leaders. In some situations, it is also relevant to include team leaders, group leaders, and project leaders, employees with high potential and technical professionals.

The Series consists of two critical elements for supporting the growth and development of leaders – **skill-building workshops** and **coaching sessions** with a leadership coach. Your coach helps to ensure application of newly gained knowledge and skills in the workplace.

Leaders who successfully complete the Series will be workplace-ready – intentional and confident with the choices they make, instinctively knowing what to say and what to do.

*Please note that we deliver this 12-workshop Series in two ways: 1) We can come into your organization and work with your intact team of leaders, or 2) You can enroll one or more of your leaders in our Open Enrollment Series.*

## KEY FEATURES:

- Skill-building workshops combined with coaching, a unique approach that maximizes both education and application.
- An up-front feedback opportunity, involving the participant and his or her boss. This helps us prepare a personal development plan for each participant.
- The opportunity for participants to work with their own leadership coach.
- 360-degree feedback on their strengths and opportunities for improvement.

## PRINCIPLES

The Leadership Development Series adheres to four principles that are crucial to developing effective leaders.

- 1) Managing the Delicate Balance Between Accountability and Inspiration** – Leaders are in place to maximize productivity through accountability. In the process, leaders must remember to inspire others. Often, leaders demonstrate too much of one component or the other. An effective leader maintains the balance between accountability and inspiration.

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*“Oftentimes, organizations believe an outstanding technical expert will be an outstanding leader. In fact, to be a successful leader, steady development over time is often the only solution.”*

*Nancy Lewis, Living As A Leader partner*

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- 2) Serving Others** – Leaders are in place to serve their employees. This servant mindset focuses on meeting the needs of others to get the best results.
- 3) Willingness + Ability** – We encourage leaders to WANT to improve as a leader...each day...and then we equip them with the tools to do so! They must be willing to change and grow as a leader.
- 4) Steady Progress Over Time** – We strive to build good habits over time! There is no ‘slam dunk’ in building strong leaders. Patience, commitment and steady progress over time comprise the necessary pathway to good leadership.



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## PROCESS

Your leaders will become engaged in a multi-faceted process, not a program or an event. When participating in this Leadership Development Series, they learn to become intentional and hone the skills necessary for achieving consistency in their leadership.

### Skill-Building Workshops

Twelve core leadership topics, carefully chosen, serve as the foundation for the Series. These workshops provide leadership tools that participants will use day in and day out to more effectively lead others.

#### Series Benefits:

- Comprehensive development to build knowledge and skills in critical areas of leadership.
- Networking with peers in other organizations who have similar challenges (in our Open Enrollment option).
- Application of skills to 'real life' leadership challenges.
- Increased confidence and competence to achieve greater results!

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**A study published by the International Personnel Management Association shows that where training plus coaching was compared to training alone, the combined approach increased productivity by 88% versus 22.4%.<sup>1</sup>**

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### 12 Core Leadership Topics for Skill Building

- 1) The Seven Most Common Mistakes Leaders Make
- 2) Create a Culture of Employee Engagement
- 3) Communicate By Design
- 4) Understand Your Leadership Style
- 5) Maximize Performance 365 Days a Year
- 6) Conduct the Performance Review Conversation
- 7) Lead Across Generations
- 8) Support Yourself and Others Through Change
- 9) Resolve Conflict and Other Difficult Situations
- 10) Facilitate Productive Meetings
- 11) Bring Out the Best in Your Teams
- 12) Lead By Design

For a detailed view of the 12 core leadership topics for skill building and the Purpose, Process, and Payoff associated with each, please refer to the *Tell Me More* Brochure.



### Coaching Sessions

Participants tell us this is their favorite part of the Series! After deciding which tools acquired in their skill-building workshops will work best for them in certain situations, your leaders practice using these tools, day in and day out.

Our coaches typically work with your leaders individually as part of our Open Enrollment Series. This one-on-one support gives them valuable opportunities to personalize their development, apply critical skills and address specific leadership challenges. Leaders participate in a one-hour coaching session on a monthly basis. When we work internally within organizations, we typically shift to a small group coaching model.

#### Coaching Benefits:

- Individual accountability and expert support for application of skills learned.
- Practical solutions to address specific situations in the workplace.
- Individualized professional development, based upon personal priorities.

We support common leadership challenges, such as:

- Addressing conflict between two or more employees.
- Addressing conflict between the leader and a direct report.
- Holding people accountable.
- Holding a feedback session with an employee – positive/improvement-oriented feedback.
- Facilitating an expectations conversation.
- Providing direction and vision to staff.
- Dealing effectively with different interpersonal styles.
- Preparing for a performance review.
- Dealing with difficult people, i.e. blamers, pessimists, grippers, and unhappy people.
- Supporting an employee going through a difficult time.
- Preventing meetings from becoming gripe sessions.
- Facilitating an important meeting effectively.
- Creating a plan to inspire others.

## LEADERS OF PARTICIPANTS

The participants' leaders will also be engaged during the Series. We ask that they be familiar with the core leadership topics and skills provided during the skill-building workshops.

The leaders of participants will actively participate in a three-way coaching conversation (after the second session) that identifies the participant's strengths and weaknesses as a leader.

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**“Leader’ isn’t a title. It’s a responsibility.”**

*Aleta Norris, Living As A Leader partner*

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We recommend that the participant's leader touch base with him or her after each workshop to ask:

- How did your leadership workshop and coaching go?
- What did you find most helpful, interesting and useful?
- What specific skills and tools are you applying so far?

## OPTIONS FOR DELIVERY

Choose to implement the Leadership Development Series in one of two ways:

### **In-House**

When you're looking to develop a full group of leaders—such as 12 or more managers and/or supervisors—inviting us in-house may be the way to go! With our in-house Series, you can choose which workshops to implement, determine how to pace delivery and decide what kind of coaching framework to use. Ask us about the additional benefit of strengthened teamwork.



### **Open Enrollment**

Sometimes it's not feasible to bring us in to work with a full leadership team. We offer you the option to identify just one or two leaders at a time and send them to our Open Enrollment Series.

## The Living As A Leader® System – “At A Glance”

We're told over and over that our Living As A Leader® process is different! Why? It isn't just about training. Our process includes a thorough commitment to your success! While our focus is certainly on training and coaching, as we share in this Fact Sheet, we have built a number of success assurance components into this comprehensive system for you to consider:

- An Excellent Team of Leadership Development Experts
- Training Workshops
- Application and Activity Workbooks
- Coaching Sessions
- Feedback
- Involvement of the Participant's Leader:
  - Executive Summary Written Overviews
  - Executive Summary Sessions for the Executive Team
  - Coaching Sessions Involving the Participant's Leader
- Follow-Up Reinforcement Activities:
  - Tips and To Do's
  - Tip Cards
  - Recognition Notepads
- High Flexibility When Delivered In-House

at a glance

# testimonials

"We chose Living As A Leader to help us develop a leadership culture in our organization. We believe the principles align well with our own values and beliefs. First, leadership is a skill set that must be taught and developed. People who are great leaders spend a significant amount of time and energy working on their leadership skills. Second, we value focus on accountability, getting things done, and inspiration, motivating the people that do it. It's imperative that we teach our leaders to value people AND results. Finally, we believe that this model of training, coaching, and reinforcement activities over an extended period of time will help ensure success in developing new skills and behaviors. We're a long-term focused company, and we know there's no short cut to developing skills. The follow up of the coaching and the associated reinforcement activities really drive participants to apply the learning in their daily roles."

– General Manager, 2,000-employee global industrial company

"Our company contemplated Living As A Leader for over a year before we decided to invest in our entire leadership team with onsite facilitation and coaching. The leadership tools that our leaders have already implemented—at work and at home—are yielding immediate results and their enthusiasm about their growth is energizing for everyone around them. Our investment has communicated to our team that we care about them, in turn they are showing their teams that they care—the effect is transforming our culture."

– President, assisted living facility

"After eight years in the Marine Corps, instructing our men and women in the discipline of military leadership, I thought that I knew it all. When I came on board with Veolia I was hesitant to get excited about another leadership training program. My experience with leadership training in the private sector had been quite "cookie cutter" and lacking with true substance. But, I was pleasantly surprised after my first session with your team. Your organization has the best program that I have seen in the private sector, and I am a true believer. Your program has had an impact on the way I do things. I look forward to learning more."

– General Manager, 4,000-employee global environmental services company



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<sup>1</sup> *Public Personnel Management* (Winter 97, Vol. 26 Issue 4, p. 461), International Personnel Management Association.