

▼Ensure the room is set up perfectly and consistently. Have the participant books in front of each participant, name tents on books, pen on name tents. All chairs pushed in, etc.

▼SAY

Welcome to Habits of Effective Leaders: Linking Leadership Attributes to Effective Results

My name is [NAME], and I am [TITLE/ PROFESSION].

This session will last two hours and it is hoped that you will leave with an expanded knowledge of leadership effectiveness. Your participation is not only encouraged, but will be necessary to make this experience as beneficial as possible for all of the participants.

▼ASK

Ask participants to write their names on tent cards.

▼Go through the logistics of the class (bathrooms, breaks, lunch, orient participants to materials in front of them – binder with pages for notes, handouts that you don't have to go through now, we'll introduce them to you as we need them. Remind participants to put their phones on vibrate. If they need to take an important call, please remind them to be respectful and quietly leave the room.)

▼Explore

If the participants don't all know each other, ask them to very briefly introduce themselves with name and job title. Also, ask the class, by a show of hands, how many people are already familiar with effective leadership skills. Use this information to help you as the facilitator to determine the pace and level of detail as you go through the two hour session. If all participants are familiar with the subject spend more time on application.

Agenda

- Overview of Effective Leadership
- The Basic Habits and Practices of Effective Leaders
- Leadership Attributes and Business Results
- Improving your Effectiveness as a Leader
- Wrap-up: Personal Application




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**Timing for
Workshop**

2 hours

▼ SAY

This is a list of the topic areas we will cover today.

We will start with an introduction Effective Leadership by delving into the habits and practices, attributes and ways to improve your skills in order to be a more effective leader. As part of this workshop, there will be multiple opportunities for you to apply what you learn enabling you to enhance your skills.

▼ Introduce Your Leadership Competency Model (if your company has a model)

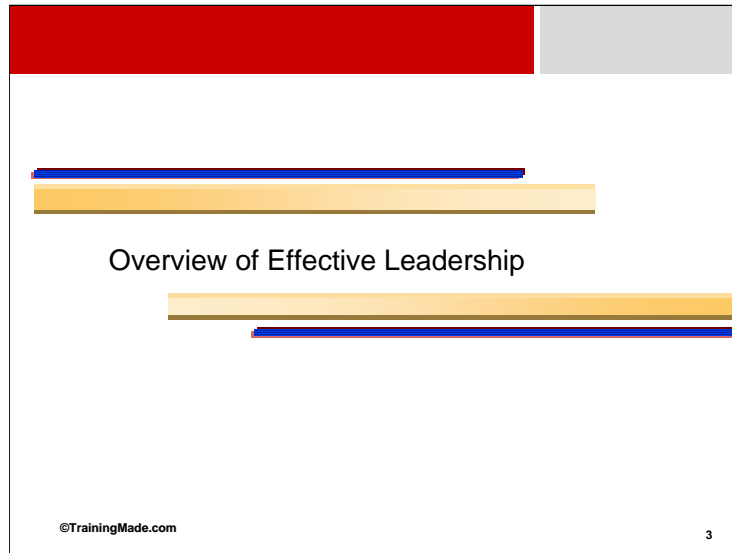
If your company has a leadership competency model we recommend you include it as a handout and/or insert as a slide. Discuss how this two hour session fits into the model. Highlight which competency this learning will help develop within the model. This product is specifically developed to build leadership skills and knowledge and can be aligned to your company's leadership competency model.

▼ Discuss Leadership Development (if your company **does NOT** have a leadership competency model)

If you don't have a leadership model make sure you emphasize --. *In the two hours session, we will concentrate on one area within the competency of business strategy. Our company recognizes that business strategy skills and knowledge are critical to success as a leader. This session is focused on Effective Leadership, a tool to help leaders diagnose and think through ways to improve their overall leadership skills.*

There are many other competencies (knowledge and skills) you will need to be a successful leader. (Discuss how participants can increase their competencies in other areas)

▼ Note to facilitator: TrainingMade™ products address all the leadership competencies needed to be a successful leader. Please view our website to preview all the products available to support developing leadership competencies. www.trainingmade.com

**▼SAY**

Let's start with an overview and introduction to Effective Leadership.

“What is needed is more and better leadership” is frequently voiced by a whole spectrum of organizational stakeholders— prime ministers, presidents, CEOs, first line supervisors, professionals, front-line workers, newspapers, leadership consultants and community members.

▼ASK

But what is this leadership that we need more of?

The “new leader,” as defined by guru Warren Bennis is “... one who commits people to action, who converts followers into leaders, and who may convert leaders into agents of change.” Whatever the definition, the skills of an effective leader are multiple.

▼TRANSITION TO THE NEXT SLIDE.

Effective Leadership

Mists of Time Through Early 20th Century

- Prescriptive, using power and politics
- The “great man” “born” to the art of leadership
- Strength and intelligence to lead

Industrial Revolution Through 20th Century

- Scientific management
- Social sciences applied to management
- Concepts tend to focus on the attributes of
 - successful leadership

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▼SAY

“Even though much has been written about leadership, and even though significant money and time have been expended to improve its quality, significant change has not been forthcoming. A chasm deepens and widens between what is expected of leaders and what they produce.”

– Dave Ulrich, Jack Zenger, and Norm Smallwood, *Results-Based Leadership*.

Throughout history numerous writers, philosophers, scientists, and social theorists have been attempting to define leadership and what makes for effective leaders. It would be intellectual arrogance to assume that those of us living in the early part of the 21st century have any better handle on effective leadership than Confucius, Sun-Tsu, Aristotle, Plato, Cicero Plutarch, the writers of the Gospels, Machiavelli, Hobbes, Locke, Jefferson, Rousseau, and Marx, to name but a few of those who have wrestled with this slippery concept before the dawn of the 20th century. The ideas on leadership that came to us from the pre-industrial revolution world revolved around civil and military governance. Much of it was prescriptive, describing how superior or exemplary leaders were to act in certain circumstances. Much of it involved the subtle, or not-so-subtle, use of power and politics. As late as the beginning of the 20th century the dominant leadership paradigm was that leaders are “great men” who are “born” to the art of leadership, members of an elite class with the innate strength and intelligence to lead.

▼TRANSITION TO THE NEXT SLIDE.

Some Dominant Ideas About Attributes

- Attributes and behaviors for effective leadership can be learned by most people
- Organizational leadership that reflects democratic and participatory values is effective
- Effective leaders display key behavioral patterns that can be coached and transferred
- Effective leaders model the values and behaviors they expect in others.
- Leaders can and should adapt their behavior to specific situations to be more effective

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▼SAY

Some modern, consistent assumptions about leadership are listed on the slide.

▼ASK

What would you change or add for our organization?

▼TRANSITION TO THE NEXT SLIDE.

But...

- Concepts of effective leadership tend to be generated predominantly by management scientists and social psychology researchers
- The research is often inconclusive, especially about real life application
- It is often limited in perspective, excluding other views of leadership reflected in philosophy, anthropology, history, art, and, increasingly, neuroscience.
- In reality, leadership remains a complex mix of the leader's attributes interacting with those of other people and dynamic social situations

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▼SAY

It should be noted that each of these ideas carried a big BUT—research is often inconclusive about the application of the theory to the real life business realities that leaders face.


Undoubtedly today the research is getting better, at least in empirically co-relating vast amounts of attribution data with business results.

However leadership effectiveness remains a complex conundrum of attributes; a leader's values, attitudes, beliefs, personality and behaviors interacting with those of other people as well as the situational context that produces change, effectiveness and results in organizations.

▼TRANSITION TO THE NEXT SLIDE.

Yet...

- We are getting better at the research
- We have concepts, models, and tools to help guide us through the complexity that leaders must face to gain the results they want
- Ultimately we have our own experience of good, and bad, leaders on which to build our own theories of effective leadership
- Most importantly, we can **act** and **learn** from the theories and our experience



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▼SAY

As we enter the new millennium a new focus on leadership causes us to reflect about models and tools that guide us through the complexity to get us the results we want in our work and in our personal lives.

At the workplace, in the past few years, events relating to corporate stewardship, governance and responsibility has led to a deep questioning of what really underpins leaders who create great value for their organizations, stakeholders, and their shareholders while reflecting the highest kind of principles and behavior valued by our society at large.

This workshop will focuses on some of the basic habits and practices-attributes—that make for leadership success with integrity and how these attributes can be linked to results in business, community and personal life.

▼TRANSITION TO THE NEXT SLIDE.

Application #1: The Ideal Effective Leader

- Individually complete the sentence the following sentence:

“In the future, an effective leader in this organization must...”

- Share your answers with others at your table



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▼ACTIVITY

Activity Instructions:

Have the participants work as individuals at their tables. Have them answer the following sentence:

In the future, an effective leader in this organization must...

Then have participants share their answers with the others at their table.



Note to Facilitator: You may want to flipchart some responses.

▼TRANSITION TO THE NEXT SLIDE.