



Leadership Development Program Outline: Level 2 Building Skills to Lead Others

The program uses a mix of group and one-to-one coaching sessions to help individuals grow in their leadership and management of others. Participants may take assessments, read articles, and/or watch videos as preparation for each session. Sessions include a mix of facilitated discussion, partner work, and best-practice sharing. At the conclusion of each session, participants are asked to share an action they can put into practice to apply their learning. Actions are reviewed at the beginning of the next session. Participants learn and build skills, in addition to building their network with other industry peers.

Kick-off: Intro meeting to review program expectations, meet the facilitator and participants, receive first assignments, hear from industry guest speaker (2 hours – in-person mixer)

Individual Coaching 1: Debrief with coach on Personametrics assessment, discuss additional topics as needed, set goals (90 minutes)

The Personametrics self-assessment profile is a behavioral assessment that provides a system of descriptions of 47 “organizational” behavior choices which most affect job performance. The assessment offers a rapid evaluation of overall high-performance strengths and/or concerns for a particular organizational role; preferred management and subordinate styles, both in normal situations and under pressure; individual decision-making tendencies; motivational factors; and performance characteristics that affect an individual's personal, interpersonal and performance attitudes.

Group Session 1: Best practices for managing others (3 hours)

This session explores concepts related to managing others well including:

- The differences between leadership, management and supervision
- Tips for transitioning to leadership roles
- Using influence, not just authority
- Best practices for managing others for buy-in to drive accountability and performance
 - Setting clear expectations (scope, quality, safety, timelines)
 - Holding people accountable without damaging relationships
 - Addressing underperformance early (before it becomes culture)
 - Differentiating skill issue vs. effort issue vs. attitude issue
 - Using consequences appropriately
- Effective delegation (with accountability)
- Effective decision-making (roughly right)

Administer 360-degree assessment (management or personal leadership focus).

Group Session 2: Communicating effectively through conflict and difficult conversations (3 hours)

This session explores concepts effective communication and conflict navigation, including the following objectives:

- Framework for effective communications – create psychological safety, understanding different communication styles, aspects of emotional intelligence
- Giving and receiving feedback
- Practice with coaching conversations
- Conflict management strategies
 - Managing upward conflict and cross-functional conflict
- Industry guest speaker to share their own leadership journey with specific framing to this topic.

Individual Coaching 2: Debrief with coach on 360-degree assessment; identify goals, discuss additional topics as needed (90 minutes)

Group Session 3: HR for supervisors (3 hours)

This session explores HR topics that managers need to know, including:

- Employment law basics that influence management of people
- Hiring and interviewing best practices
- Practice in navigating situations that may have employment law aspects
- Performance discussions and giving challenging feedback

Individual Coaching 3: Confirm development goals and action plans, discuss additional topics as needed (60 minutes)

Group Session 4: Best practices for building your team and developing people (3 hours)

This session explores concepts related to building teams and developing others, including:

- Onboarding and employee development
- Practice with coaching conversations (coaching vs. directing)
- Managing team diversity
- A model for effective teamwork
- Industry guest speaker to share their own leadership journey with specific framing to this topic.

Celebration at the conclusion of Session 3, inviting managers and program speakers. (60 minutes)

Individual Coaching 4: Review goal progress, confirm next steps in personal development plan, discuss additional topics as needed (60 minutes)

Cohort size: 6-10 participants

Fee: \$2,950 per participant (\$500 scholarship available from AGC)