“We tell our executives that the key to their success is to rely on their first-level managers, to set an example themselves, and to praise in public when someone has done a good job.”

Fred Smith – founder, FedEx

A more highly skilled and competent front-line management workforce means:

- More confident and motivated supervisors and managers
- Better work environment
- Increased productivity
- Less chance for labor strife
- Development of talent pool

Best practices in adult learning design:

- Small “chunks” of learning content
- Multi-media presentation
- Varied conditions for learning
- Spaced repetition reinforcement
- Testing as learning reinforcement
- Co-mentoring
- Accountability

Real-world training content:  (Current module titles)

- Leadership For Results: Values, Awareness, Skills.
- On Time, On Target: Recognizing Employee Effort
- Growing Potential: Coaching for High Performance
- Turning Points: The Discipline Process
- Mending Fences: Mediating Conflict
- Changing Hats: Situational Leadership
- Persuading Others: The Character of Influence
- Speaking the Same Language: Effective Communication
- Finding Solutions: Problems & Decision Making
- Getting Together: Managing Meetings
- Assessing Performance: Developing Your Team
- Mastery: The Leadership Journey

Multiple Training Options:

- Live training
- Live interactive webinar
- Online modules

Customization available:

- Translation of content into industry- and/or company-specific culture
- Company branding of content
- Additional subject matter development

For more information and details of module content, contact Greg Kittinger:
800-888-9115 or gkittinger@lrimon.com
Each module is built around one **big idea**. This is a core concept that will impact a supervisor’s ability to lead his or her employees or team members. We then focus on three or four **leverage points** to provide a handle on that big idea — a habit, process, or tool that can be practiced, implemented and evaluated. Listed below are the **big ideas** and **leverage points** for each module.

### 1-Leadership For Results
- **Big Idea:** Leadership is intentional
  - Theory X and Theory Y perspectives
  - Sources and use of power
  - The Leadership Sweet Spot

### 2-Recognizing Employee Effort
- **Big Idea:** Timely and Targeted Feedback
  - Components of positive feedback
  - Reinforcing proper behavior
  - Accounting for differences

### 3-Coaching for High Performance
- **Big Idea:** Managing performance gaps
  - The power of developing people
  - Identifying performance gaps
  - The Access/Coach/Follow-Up model

### 4-The Discipline Process
- **Big Idea:** Employee self-accountability
  - Discipline as development
  - Seven steps of just cause
  - Contracting for results

### 5-Mediating Conflict
- **Big Idea:** The supervisor’s role in resolution
  - The facilitation model
  - The victim-perpetrator-savior trap
  - Facilitation skills

### 6-Situational Leadership
- **Big Idea:** Flexibility in leadership styles
  - Key leadership styles
  - Personality, skill and task issues
  - Observing behavior

### 7-Persuading Others
- **Big Idea:** Creating alignment
  - Six means of influence
  - Power and persuasion
  - Observing behavior

### 8-Effective Communication
- **Big Idea:** Connecting with humans
  - The communication model
  - Listening skills
  - Timing, clarity, simplicity

### 9-Problems & Decision-Making
- **Big Idea:** A solution orientation
  - Taping into your team
  - Defining and analyzing
  - Decisions and buy-in

### 10-Managing Meetings
- **Big Idea:** Working through others
  - Different types of meetings
  - Proper preparation
  - Using meeting tools effectively

### 11-Assessing Performance
- **Big Idea:** Developing your team
  - Methods of assessment
  - The appraisal discussion process
  - Pitfalls to avoid

### 12-Self-Mastery
- **Big Idea:** Power of self-development
  - Taking responsibility
  - Creating solid habits
  - Time and work management
Design

Adults enjoy learning if the material is interesting, the results are motivating and the delivery is engaging. **Leadership for Results** incorporates a variety of adult learning best practices to accomplish these objectives. These can include*:

- Delivering small, digestible chunks of content so that the learner is not overwhelmed
- Using various types of media to engage the learner
- Varying the conditions of learning whenever possible
- Using spaced repetition to reinforce the content
- Interleaving content—weaving pieces of prior learning into subsequent training modules
- Testing to reinforce learning
- The development of personal Action Plans, requiring that learners both implement and report on skills learned
- Co-mentoring, allowing for peer-to-peer reinforcement and amplification of learning
- Accountability for the content

**Leadership for Results** also provides resources to reinforce learning, develop new skills and habits, and implement new processes. These can include*:

- Tools
- Checklists
- Workbooks
- Forms
- Diagrams
- Reviewable Videos

Philosophy

**Leadership for Results** uses a model we call the **Values-Skills-Awareness Leadership Sweet Spot**. Each element is crucial to effective leadership development. A leadership concept must first be **valued** appropriately before there is any incentive to behave differently. The supervisor must then be **aware** of his level of competence with the concept, and what must be done to increase that competence. The leader then needs to learn and practice the **skills** required to implement the concept with confidence in the workplace. We focus on all three elements in each module.

Process

Whether **Leadership for Results** is trained live, via live webinar or via pre-recorded online modules, a sequence is followed to engage in the adult learning principles described above. For a typical module, this includes:

**Advance Reading**  About one week prior to the module, the learner will receive an email (or hard copy) of a short reading assignment to get the student thinking about the core concept for that module.

* Can vary based on the delivery option selected, and the module.
Process (continued)

**Checking In Quiz** Either just prior to the start of the class, or at the beginning of the class session, a short quiz is taken, designed to heighten the student’s awareness of key terms, and his or her familiarity with the subject matter.

**Presentation of Concepts** Can be delivered by a live trainer, on a live webinar, or via a pre-recorded online module. The module content is reviewed, including open discussion, polling, videos, and other media.

**Student Workbook** Contains all of the content, diagrams, forms and checklists used in the module, for use in reviewing the material and as a reference manual.

**Practical Exercises** When delivered live, the learners will engage in one or more exercises designed to provide an opportunity to engage in the skills learned, or to use some of the tools and resources provided.

**Action Planning** Learners are asked to formulate an action plan based on the implementation of the module’s skill in the workplace. This will sometimes also involve a period of observation and tracking to heighten awareness to the skill, or the need for it’s implementation.

**Co-Mentoring** When appropriate, particularly in live settings, learners can be paired with other classmates to engage in the action planning process together, increasing accountability for implementing the skills.

**Post-Testing** A post-session quiz, usually very similar to the pre-training Checking In quiz, is used to test the learner’s grasp of the concepts and build confidence in the new skills.

**Active Interval Reinforcement** After the training session, learners will begin to receive a series of emails, spaced out over a period of several months, which has been designed to bring back to mind the concepts learned and aid in the reinforcement of the content. These emails will also point to additional articles and resources that can be reviewed to enhance the learners grasp of the skill.
Let’s Talk ROI

**Supervisor training, employee engagement, and the bottom line**

The 2012 Towers Watson Global Workforce Study draws a straight line from well-trained supervisors to employee engagement, contributing to a significant impact on company productivity and profit.

After spending 30 years helping over 10,000 companies run counter-union organizing campaigns, this study confirmed what we already knew: the number one issue contributing to employee satisfaction in the workplace is how employees feel about their supervisors.

**Figure 7. The supervisory relationship**

<table>
<thead>
<tr>
<th>% agreeing</th>
<th>Global sample</th>
<th>Highly engaged</th>
<th>Unsupported</th>
<th>Detached</th>
<th>Disengaged</th>
</tr>
</thead>
<tbody>
<tr>
<td>Manager assigns tasks suited to employee skills</td>
<td>63%</td>
<td>85%</td>
<td>63%</td>
<td>61%</td>
<td>36%</td>
</tr>
<tr>
<td>Manager clearly communicates goals and objectives</td>
<td>58%</td>
<td>82%</td>
<td>59%</td>
<td>54%</td>
<td>29%</td>
</tr>
<tr>
<td>Manager encourages new ideas and new ways of doing things</td>
<td>57%</td>
<td>80%</td>
<td>55%</td>
<td>51%</td>
<td>31%</td>
</tr>
<tr>
<td>Manager acts in ways consistent with his/her words</td>
<td>54%</td>
<td>77%</td>
<td>51%</td>
<td>46%</td>
<td>29%</td>
</tr>
<tr>
<td>Manager helps remove obstacles to doing job well</td>
<td>53%</td>
<td>78%</td>
<td>47%</td>
<td>48%</td>
<td>27%</td>
</tr>
<tr>
<td>Manager coaches employees to improve performance</td>
<td>49%</td>
<td>73%</td>
<td>49%</td>
<td>42%</td>
<td>21%</td>
</tr>
<tr>
<td>Manager has time to handle the people aspects of the job</td>
<td>46%</td>
<td>71%</td>
<td>43%</td>
<td>40%</td>
<td>21%</td>
</tr>
</tbody>
</table>

Source: Towers Watson 2012 Global Workforce Study

**But that’s only half the ROI story...**

Beyond the higher margins and increases in quality, there are huge expenses and resource drains avoided by preventing a possible union organizing campaign before it ever starts, which when calculated in leads to an even larger financial return.

<table>
<thead>
<tr>
<th>Costs</th>
<th>Benefits</th>
</tr>
</thead>
<tbody>
<tr>
<td>Campaign: $5K per voter</td>
<td>17.5% higher operating margin</td>
</tr>
<tr>
<td>Capitalization discount 5-12%</td>
<td>Cuts turnover by 22%</td>
</tr>
<tr>
<td>-3.3% output per hour</td>
<td>Cuts “presenteeism” by 7 days per year</td>
</tr>
<tr>
<td>Dead weight costs</td>
<td>Increases productivity, quality</td>
</tr>
<tr>
<td>Legal fees, frustration</td>
<td></td>
</tr>
</tbody>
</table>

“*When it comes to actions that can support both enablement and energy, few things can have as much immediate impact as an effective relationship with one’s direct manager.*” Towers Watson 2012 Global Workforce Study