

EXPANDING LEADERSHIP CAPACITY[®] TRAINING

SECTION 1 • ENHANCING AWARENESS TO INCREASE CAPACITY

The introductory section focuses on making the business case for improved leadership communication by exploring leaders' poor "people skills."

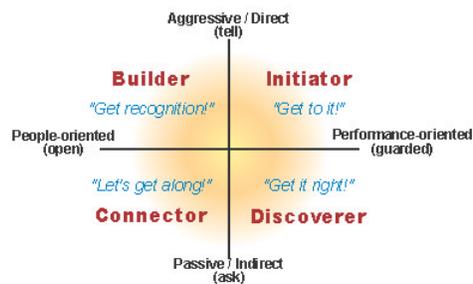
Participants identify leadership behaviors that yield the most desirable results and examine the types of power leaders use to get things done.

This section introduces *Dialogue* as the most effective form of communication and outlines the skills that are necessary to communicate effectively as a leader. Participants have an opportunity to review their self-assessment scores and identify aspects of their current skill set that might be improved.

SECTION 2 • UNDERSTANDING DIFFERENCES

Every person has a different style and preference for the way in which they communicate. This section teaches participants to recognize the interaction styles of others and to match those styles in

order to improve connection and facilitate understanding.



Participants learn to gauge style preferences based on nonverbal behavior, proximity, eye contact, tone, and demonstration of emotion.

SECTION 3 • BUILDING AWARENESS

This section is designed to build an awareness of the dynamics that contribute to effective communication and increase the ability to manage those dynamics

We introduce and apply five **Awareness Checks**: a *Preparation* check, an *EASE* check for defusing defensiveness, an *Attention* check to increase engagement and participation,



a *Respect* check to improve shared respect, and a *Reality* check to focus on what is or is not working.

Participants analyze one of their recent conversations to evaluate their own effectiveness in managing the dynamics of the conversation.

SECTION 4 • GIVING AND REQUESTING FEEDBACK – CREATING LEARNING

Participants learn to use the phases of the DialogueWORKS Process for holding any difficult conversation.



We begin by learning to distinguish between fact and interpretation because this distinction becomes the basis for providing feedback about behaviors or actions that fail to yield the desired results.

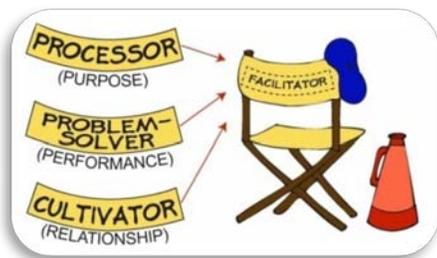
Participants learn how to ask questions that foster broadening their perspective rather than being manipulative or accusatory.

They then learn to *connect* by learning to listen for the positive values that are hidden or masked in the conversational negativity that is sometimes displayed.

Finally, participants learn how to establish accountability by sharing expectations and consequences, finalizing plans for improvement, and gaining employee commitment. Participants apply all of the skills learned in this section to an actual feedback conversation they expect to have on the job.

SECTION 5 • MANAGING EXPECTATIONS: CREATING ACCOUNTABILITY

Participants learn to manage the “drama” or negativity that people sometimes create in place of results. By learning to use the facilitation skills of **Processor**, **Problem-solver**, and **Cultivator**, participants learn how to engage people in order to focus commitment, improve purpose, enhance performance, and build relationship.



Participants are also taught how to improve the process of setting expectations by focusing on goals, rules, tools, measures, and outcomes.

Finally, participants practice the skills they learned in this section by crafting and holding a conversation specifically targeted at managing expectations.

SECTION 6 • VALUING OTHERS: INCREASING MOTIVATION

Because recognizing the impact of superior performance is the key to increasing motivation, creating personal satisfaction, and encouraging continued high performance, we teach participants that it is necessary to notice and appreciate their employees' efforts.



Participants learn a framework for recognizing effort and performance in a way that expresses authenticity and sincerity, personalizes the message, and virtually guarantees that the desired behavior will be repeated. They also learn how to express appreciation in an effective and professional manner.

SECTION 7 • DEFUSING DEFENSIVENESS: BUILDING RESPECT

“Hot” or negative emotions are symptomatic of violated values. When emotions arise in an interaction, they must first be defused in order to allow the *meaning* behind the emotion to become clear.



In this section, participants learn skills for defusing emotion and for identifying values that may have been violated in a way that clarifies meaning and at the same time builds increased trust and respect.

As part of this process, we teach participants to use their *ABC's* — to Apologize, Build Ego, and Clarify their Intent.

SECTION 8 • SYNTHESIS: PUTTING IT ALL TOGETHER

To sum up the training experience, participants use the skills they have learned throughout the course of the workshop to script and create a conversation to address leadership communication challenges they are currently facing.

Expanding Leadership Capacity[®] improves leaders' ability to hold the conversations that matter most. Participants learn to recognize the different interaction styles of others and learn skills for matching their own style to that of those with whom they interact. The training also provides a model for holding any difficult conversation and applies that model to helping participants learn to hold conversations that most struggle with: providing constructive feedback, managing expectations, providing positive feedback, and defusing defensiveness.

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