

## High Impact Leadership: Expanding Your Influence to Achieve Results - 3 Days

### Course 909 Overview

- You Will Learn How To**
- Lead, manage and engage teams for positive strategic outcomes
  - Successfully navigate organizational politics to achieve business results
  - Implement strategy to strengthen your team's competitive advantage
  - Enable effective decision making and judgment in challenging situations
  - Extend business alliances and proactively facilitate change across your organization
  - Focus on individual and team strengths to enhance talent capability and performance

**Course Benefits** In today's world of continuous externally and internally driven change, organizations rely on leaders to execute strong visioning, influencing and employee-engagement skills to keep their teams productive and results-focused. In this course, you gain practical knowledge, skills and political savvy to become more effective at implementing strategy, making effective decisions, building networks and alliances, and leading teams through various types of change.

**Who Should Attend** Experienced or middle managers and team leaders who wish to enhance their leadership abilities to drive team results while enhancing team performance and productivity.

**RealityPlus™** In an immersive environment, you participate in a thought-provoking case study, as well as individual and group activities, to apply leadership tools, techniques and strategies. Activities include:

- Influencing others by leveraging your leadership strengths
- Assessing your ability to thrive in a political environment
- Turning your department's strengths into a competitive advantage
- Measuring and monitoring performance results in a fast, efficient way
- Profiling your decision-making style and recognizing how others make decisions
- Building alliances and social networks through effective influencing tactics
- Applying a strategic change model
- Promoting individual and team strengths
- Overcoming resistance to change on a personal and team level
- Storytelling to appreciate generational differences
- Customizing your own leadership personal action plan for individual growth and development

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### Course 909 Outline

#### The Role at the Middle

- The voice of experience
- Gaining leadership wisdom
- Assessing your ability to influence others and achieve results

#### Politics with Integrity

##### Organizational culture

- Demystifying your organization's culture
- Appreciating political dynamics to increase organizational awareness
- Politics and emotional intelligence
- Recognizing the politics in internal processes and relationships
- Valuing different perspectives

##### Politics: thriving in a political landscape

- Politics, ethics and integrity
- Power and relationships: developing your power base
- Inspiring others in your network to take action
- Promoting a culture of trust and credibility

#### Linking Strategy to Action

##### Implementing a strategic direction

- Balancing strategic planning with implementation
- Middle leaders as strategy ambassadors and activists
- Identifying your department's competitive advantage through its strengths and weaknesses
- Collecting data for your strategy

##### Translating strategy into measurable outcomes

- Ensuring your team stays focused and engaged on the appropriate strategic results
- Building and sustaining momentum using metrics
- Communicating results up and down the hierarchy

#### Making Tough Decisions

##### What makes a decision challenging

- Decision making as an emotional process
- Dealing with cognitive and personal biases
- Exercising good judgment when making ethical decisions
- Leading your team to exercise judgment when making decisions

#### Decision-making styles

- Identifying your own style
- Flexing your style to gain buy-in and support

#### Applying a decision-making model

- Employing a step-by-step process
- Generating and prioritizing options
- Minimizing the potential for conflict
- Making appropriate trade-offs

#### Expanding Your Influence across Your Organization

##### Eliminating "silo" thinking

- Defining your circle of influence
- Gaining commitment, not compliance

#### The power of networking

- Broadening your network through personal and professional connections
- Identifying pivotal links and key stakeholders
- Creating alliances to effect positive action
- Applying influencing strategies to specific personal examples

#### Fostering Change from the Middle

##### The challenge of change

- Why change is difficult
- Inspiring action from your team
- Involving your team to create buy-in

#### Making change happen

- Implementing a strategic change model
- Identifying types of change resisters
- Determining the impact of resisters and taking action
- Transforming resistance into cooperative productivity

#### Engaging and Mobilizing Others

##### Leveraging team performance for strategic results

- Supporting improved individual and team performance
- Eliminating performance barriers
- Fostering ownership, accountability and teamwork
- Effectively integrating new team members

#### Harnessing individual strengths

- Motivating others through a shared vision

- Aligning individual values and purposes with organizational goals
- Promoting individual talents and skills

#### Orchestrating cross-generational understanding

- Respecting different values and approaches
- Deciphering and interpreting style differences
- Storytelling as a critical leadership communication tool