**russell consulting**

# Core Leadership and Management Development Curriculum

## RCI Leadership Development Services to Enable Your Organization to Achieve Peak Performance

**Russell**
*consulting, inc.*

**A Consulting Service of RCI**
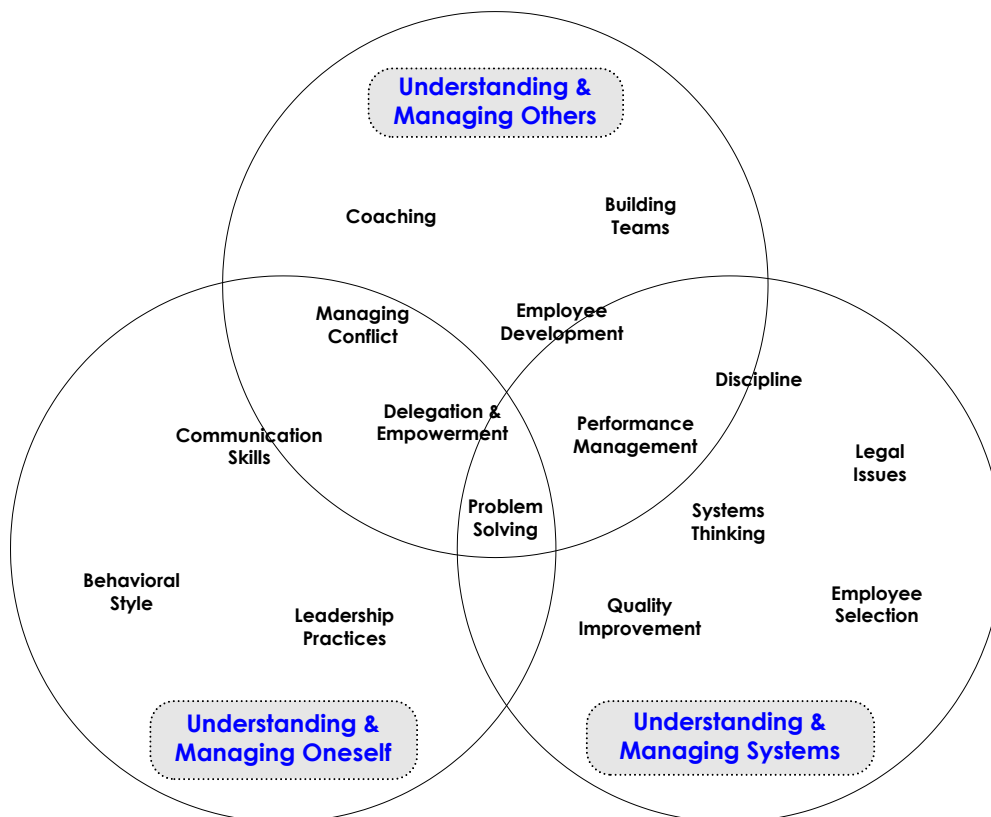
# RCI Leadership Development Curriculum

## A Model for Leadership Development

RCI builds the leadership and managerial competencies of its clients based upon a foundation model for leadership development. The three realms of the leader are:

❑ **Understanding and Managing Oneself**

❑ **Understanding and Managing Others**
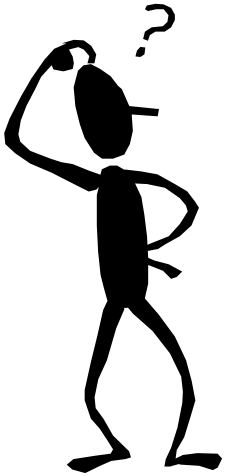
❑ **Understanding and Managing Systems**

The specific leadership and managerial skills that enable these three realms to be effectively expressed are identified in figure 1. Note that many of these leadership competencies fall in more than one realm.

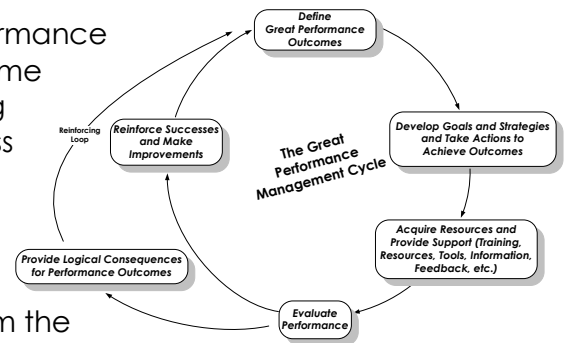**Figure 1**

## RCI Core Leadership Curriculum

The following leadership development topics are offered by *Russell Consulting, Inc.* as a series of interrelated training modules that guide the leader and manager in understanding and beginning to master his or her leadership responsibilities. Each session builds on and reinforces the learning in other modules to create an integrated approach for improving leadership competencies.

1. **What is Leadership?** This session introduces the topic of leadership, highlighting the core competencies of leading others and distinguishing the differences between leading well and managing effectively. Participants will assess their own leadership effectiveness on these core competencies and begin developing a plan for enhancing their leadership effectiveness.

2. **Understanding Your Leadership Style**: Building on the foundations of leadership explored in the first module, this module provides participants feedback on their leadership style through the **Everything DiSC Work of Leaders** self-assessment behavioral profile system. Participants will explore the strengths and weaknesses of their leadership style, learn how to adjust their own style to improve interactions with others, and discover how to read the behavioral styles of others. Participants will develop a personal leadership enhancement plan and leave with an assignment that applies learning from the session to their daily work.

3. **360°Leadership Assessment**: Leadership is best defined by those who choose to follow the leader. Six weeks before this session each supervisor distributes leadership feedback surveys to his or her direct reports, peers, and boss with the intention of gathering confidential feedback on the person's specific leadership behaviors. The session itself guides supervisors in reviewing their anonymous 360° feedback and then developing a plan for enhancing their leadership effectiveness. The focus of this session is developmental rather than evaluative.

4. **Becoming a Strategic Thinker (and Planner)**: Leadership is about moving a group of people in a new direction. Discovering the right direction and creating momentum for that direction is the strategic challenge that faces all leaders. This session defines "strategic thinking" and links it to strategic planning and action. The session is best when customized to integrate with the organization's current strategic direction. It can also be used as the beginning of an exploration of the organization's vision and strategy for the future.

5. **Developing a Coaching Relationship with Your Employees**: The best coaches find creative ways to bring the best out in others. This learning module defines performance coaching as a process, gives examples of the five roles of the coach, and introduces a practical model for both developing employees and giving performance feedback. Participants will learn how to create a motivating environment that builds employee commitment to their work and the organization.

6. **Fearless Performance Reviews**: A performance partnership requires employees to assume greater levels of responsibility for setting performance goals, monitoring progress towards those goals, and engaging in critical reflection and learning. This module introduces effective leadership strategies for shifting the key responsibilities for performance from the leader to the employees. The leader or supervisor's role in guiding this shift will be defined.
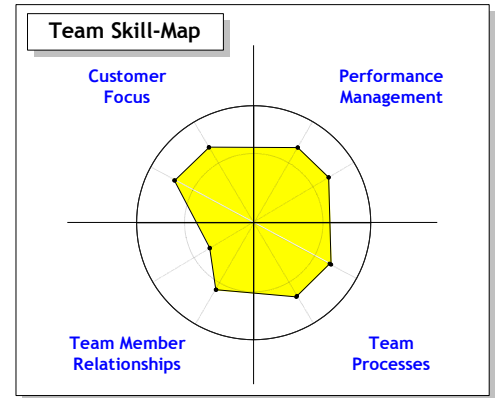


The Great Performance Management Cycle:
Define Great Performance Outcomes → Develop Goals and Strategies and Take Actions to Achieve Outcomes → Acquire Resources and Provide Support (Training, Resources, Tools, Information, Feedback, etc.) → Evaluate Performance → Provide Logical Consequences for Performance Outcomes → Reinforce Successes and Make Improvements (Reinforcing Loop)

7. **The Art of Delegation**: This module introduces a model for delegating authority and responsibility to others. Participants will learn the pre-conditions and key steps for effective delegation and then apply the delegation model to their own work situation. A personal delegation plan will be developed by each participant to integrate the delegation model into a practical work task.

8. **Problem Solving and Decision Making**: This module offers a powerful model for decision-making that begins with problem definition and exploring causes before moving towards discovering solutions. An array of problem solving tools are introduced and applied—including cause➔effect diagrams, affinity and relationship diagramming, nominal group technique, decision matrices, force field analysis, tree diagrams, and process flow-charting. Participating leaders will apply the model and tools to real problems facing the organization.
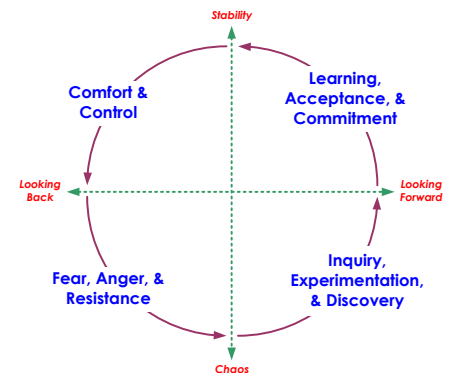
9. **Managing Conflict**: Whenever two or more people interact, there will be conflict. This session explores the origins of conflict in organizations, presents a model for understanding and managing it, guides leaders in understanding their own response to conflict, and offers a proven strategy for negotiating win/win solutions.

**Team Skill-Map**

Customer Focus

Performance Management

Team Member Relationships

Team Processes

10. **Assessing and Enhancing Team Effectiveness**: This program presents leaders with a model that they can use to assess the effectiveness of the teams they lead. Using RCI's **Team Skill-Map™**, the model explores the four dimensions of team performance—customer focus, performance management, member relationships, and team processes—and guides participants through a process of assessing the effectiveness of their teams on this model and moving towards developing plans to improve team performance.

11. **The Fundamentals of Project Management**: Eventually, all leaders, managers, and supervisors will need to confront an employee who is failing to meet performance expectations. When and how to use discipline, the stages of progressive discipline, developing a corrective action plan, the importance of documentation, and the importance of consistent application of measured discipline are also addressed in this session.

12. **Progressive Discipline**: Eventually, all leaders, managers, and supervisors will need to confront an employee who is failing to meet performance expectations. When and how to use discipline, the stages of progressive discipline, developing a corrective action plan, the importance of documentation, and the importance of consistent application of measured discipline are also addressed in this session.

13. **Leading Fearless Change**: Growth is only possible through change. For many employees, change too often means loss, sacrifice, and confusion — in a word, pain. A key ingredient in building a partnership for performance is the ability to lead people effectively through change. *Leading Fearless Change* involves leaders in helping their employees through the turmoil of change by increasing employee change resilience and strengthening their capacity to thrive on change.



Stability

Comfort & Control

Learning, Acceptance, & Commitment

Looking Back

Looking Forward

Fear, Anger, & Resistance

Inquiry, Experimentation, & Discovery

Chaos

## For More Information on Leadership Development

RCI can assist you and your organization in developing the core leadership and managerial competencies that you to need in order to achieve your goals. *RCI* has leadership development solutions to meet the challenges facing your company.

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