

# ***THE SKILLFUL LEADER***

Developing Your Managers For A Competitive Edge

**You still have to turn that compelling vision and brilliant strategy into action!**

**Leading organizations know that to do this they need managers who are skilled in bringing out the very best their people have to contribute.**

The Skillful Leader is a powerful management development process that equips your managers with the leadership competencies and perspectives to generate high levels of employee engagement and productivity.

Over the course of six action-oriented days, managers learn the essentials of leadership, communication, performance management and coaching.

*“Managers have traditionally developed the skills in finance, planning, marketing and production techniques. Too often the relationships with their people have been assigned a secondary role. This is too important a subject not to receive first line attention.”*

—William Hewlett  
Co-founder of Hewlett-Packard

*“I would rather have a first-class manager running a second-rate business than a second-rate manager running a first-rate business.”*

—Jack F. Reichert  
Former President & CEO of The Brunswick Corporation



## **10 Results Your Managers Will Take Away From The Skillful Leader**

**By completing our leadership development process, your managers will be able to:**

1. Increase their leadership effectiveness, generating greater results.
2. Manage themselves and their time in order to accomplish business priorities.
3. Identify and leverage their own unique leadership strengths and style.
4. Inspire their people to action through the power of shared vision.
5. Align the actions of their people with your organization's strategy.
6. Build a culture of employee engagement, personal accountability, ongoing innovation, and high productivity.
7. Know when and how to delegate in a way that ensures quality results while developing the employee.
8. Develop their direct reports to their potential.
9. Conduct honest performance management conversations that motivate, rather than demoralize, their people.
10. Engage effectively with a wider variety of personality types.

***Fulcrum***

## The Process

The Skillful Leader development process combines group learning and individualized coaching, specially designed to lead to rapid and lasting change.

### Group Learning

The six day program is broken into three two-day blocks, scheduled three to six weeks apart. This phasing of sessions allows participants to implement and practice a few new behaviors at a time.

### Individual Coaching

Every manager receives a one-hour coaching session with one of our facilitators after each two-day block (a total of three hours of coaching). This provides reinforcement as participants try out and practice new behaviors.

### Post-Program Support

Following the program, we reinforce behavior change in several ways:

- For a full year your participating managers receive a monthly e-mail that highlights a key lesson from the curriculum and introduces new ideas and tips not presented in class.
- We debrief with your executive team to share our observations about the group and discuss ways you can support the transformation from new skills to permanent behavior change.
- For six months after the last classroom day participants are welcome to contact any of the presenters with questions or issues relating to managing their people.

## Program Overview

### Day 1: They're Not Crazy, They're Just Not You: Understanding Yourself and Others

- What is Personality Type and Why It Matters
- Human Nature Comes In Four Flavors: Discovering the Four Temperaments
- Using Temperament to Increase Your Impact

### Day 2: What You Heard Is Not What I Meant: Communication Skills That Achieve Mutual Understanding

- The Role of Perception in Communication
- Interaction Styles at Work
- Transferring Understanding
- Questioning and Listening to Gain Understanding
- Communicating Assertively

### Day 3: Take Me To Your Leader: Leadership Fundamentals for Managers

- What It Really Means to Be a Leader
- Mission, Vision and Passion
- Employee Motivation and Engagement

### Day 4: Onward and Upward: Coaching Skills That Grow Your People

- The Manager's Role as a Coach
- Skills Coaching
- Developmental Coaching

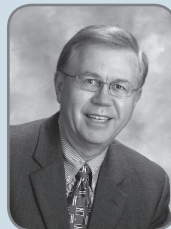
### Day 5: Getting It Done Through People (I) - Managing Your Priorities and Clarifying Expectations

- Managing Your Own Performance
- Aligning Actions, Focusing Effort & Delegating Authority
- Managing Employee Performance
- The Planning Phase

### Day 6: Getting It Done Through People (II) - Delivering Ongoing Feedback and Formal Reviews

- The Performing Phase
- The Reviewing Phase
- Putting It All Together: Applying Your Learning To Your World

## Your Presenters



**Ian Cook, MILR, CSP**

For over 20 years Ian has been training and coaching managers to grow to higher levels of effectiveness.



**Scott Campbell**

As author, speaker and trainer, Scott works internationally helping executives and managers unlock their leadership potential.

To book *The Skillful Leader* for your managers, or to learn about other programs in *Fulcrum's* leadership development suite, contact:

Ian Cook

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