

A Professional Development Toolkit

Courses,
Coaching, and
Leadership
Academies



GPS
LEARNING

Courses

Courses are divided by subject area and are meant to give a sense of our offerings. Additional courses, including detailed trainings related to child support and the courts, are also available.

All courses can be offered virtually or in person, unless otherwise noted.

Change

Managing Change and Transition

Course 1A

Why are some people more receptive to change than others? Why do some team members leave a meeting about an organization-wide change excited about what's new, while others shake their heads and instantly list all the reasons it's a bad idea? More importantly, what can you, as a leader, do to improve your staff's perceptions and, ultimately, the outcomes of change initiatives?

In this very interactive workshop, we will use the Change Style Indicator assessment tool to provide insights on personal preferences for managing change.



The tool provides leaders of all levels with context for how those around them might perceive and respond to their preferred style. The Change Style Indicator also increases teamwork by understanding the advantages and strengths that each style brings to an organization.

We will also explore S.C.A.R.F., a brain-based model for collaborating with and influencing others created by Dr. David Rock, a neuroscientist and Director of the NeuroLeadership Institute. We will highlight the important discoveries from neuroscience about the way people interact socially and how to apply it to change initiatives.

Course Structure

Duration: Half Day

Size: Min: 10
Max: 30

Audience: Any level of employee and leadership teams

Communication

Better Conversations Everyday

Course 2A



Licensed Provider

A culture of feedback starts with better conversations, for employees at all levels of your organization. More powerful than strategy and more persistent than vision, the culture of your organization either enables sustainable performance or subverts it. And a coaching culture of feedback can be the key differentiator that puts you ahead of the competition. The solution begins with better conversations every day, from the front desk to the corner office.

Build Better Outcomes and Scale a Coaching Culture of Feedback at Your Organization

Imagine a workforce with the courage and skill to unearth truth, grapple with difficult issues, unlock collaboration, and create a liberating space for discovery and action—in real time, while doing real work. It's possible, with a culture of feedback where people feel free to hold candid coaching conversations with one another. Scale a coaching culture and create a climate of feedback at your organization with a foundation of better conversations.

What Participants Learn in This Coaching Culture Training

Better Conversations Every Day™ applies a simple and practical approach to teaching a set of complex skills. We focus on 4 core behaviors applied to real workplace challenges to build the trust, psychological safety, collaboration, inclusion, resilience, and emotional intelligence needed to thrive in today's hybrid work environment.

As a result of participating in this coaching culture training program, participants will be able to:

- Develop the skills most needed to thrive in the hybrid workforce
- Break down silos and communication barriers
- Unlock employee engagement
- Accelerate emotional intelligence at every level
- Address issues with openness and respect
- Transform performance management with coaching conversations and a culture of feedback
- Drive culture change at scale



Course Structure

Duration: Full Day

Size: Min: 10
 Max: 30

Audience: All employees

Crucial Conversations at Work

Course 2B

Do you dread having difficult conversations with peers and or employees? Are silence and avoidance your “go to” strategies? Why does it seem so hard to have the tough conversations at work? What makes it so tough? This interactive workshop examines the role emotions, stories and assumptions play in difficult conversations. Participants practice with tools to help dissect and confidently conduct difficult conversations.

Course Structure

Duration: Half Day or Full Day

Size: Min: 10
Max: 30

Audience: Any level of employee, or intact teams

Understanding Self to Lead Others

Course 2C

The leader of today is no longer the lone hero who can do it all.

Today’s leaders need to encourage collaborative, productive team relationships especially while leading virtually. To be successful, a leader must be able to bring out the best in each team member and the team as a whole.

This requires building trust and relationships within the team. To achieve all this effectively, you have to be more aware of how your natural strengths and potential weaknesses can help improve your leadership.

Good self-awareness is crucial too if you want to be a good leader, and the Myers Briggs Type Personality Instrument (MBTI) can be enormously beneficial in helping you understand yourself that little bit better.

The MBTI assessment can help provide leaders at all career stages with insights into how they think, make decisions, and interact with others. Effective leaders must possess enough self-knowledge to know when they need to adjust their leadership style and behaviors for the good of the organization.



The MBTI is a tool that can help identify ways to leverage their natural preferences and identify how to stretch themselves to work outside of their comfort zones so they can lead more effectively.

The power of the MBTI is identifying natural preferences and capitalizing on them; but at the same time, learning how to effectively use opposite preferences when necessary. The tool also allows for

leaders to recognize the differences between themselves as well as others and adjust their approach to have greater communication, greater influence with their teams and direct reports.

At the end of this session, participants will be able to:

- Understand how to leverage leadership strengths
- Identify weaknesses as a leader
- Use self-reflection to enrich their understanding of themselves and others
- Strengthen their leadership relationship with their team

Course Structure

Duration: Half Day

Size: Min: 15
Max: 30

Audience: Any level of employee

What Is Your REAL Color?

Course 2D

Real Colors® is a dynamic workshop experience using a personality type test.

In this fun, interactive workshop we will use the Real Colors® Personality Type Test: a user-friendly, intuitive tool that identifies four personality types common to all people—Gold, Green, Blue, and Orange.



It is an easy fun way for people to get to know their peers, coworkers, and teammates to help improve trust and communication in the workplace. Great for teambuilding!

At the end of the session, participants will be able to:

- Recognize their own strengths and the strengths of others
- Build rapport quickly with others
- Listen and speak in the language of other colors
- Understand how others process information
- Recognize the learning styles of others
- Modify their communication style to connect with others

Course Structure

Duration: Half Day

Size: Min: 10
Max: 30

Audience: Any level of employee

What's Your Language? Communication Preference Questionnaire

Course 2E

Do you ever feel like you are speaking a foreign language in the workplace—that no matter what you say, the key people are just not getting it? How can you effectively communicate your idea to ensure the receiver understands it?

The Communication Preference Questionnaire™ (CPQ™) was developed by Henry L. Thompson, Ph.D., as a quick and powerful self-assessment to determine the language and dialect an individual prefers to use when engaged in a conversation with another person.



Dialects result from the interaction of the primary and supporting languages and give a more accurate description of how a person communicates. Each language breaks into two dialects for a total of eight (Sensing-Thinking, Sensing-Feeling, iNtuiting-Thinking, iNtuiting-Feeling, Thinking-Sensing, Thinking-iNtuiting, Feeling-Sensing and Feeling-iNtuiting). It is highly effective in understanding yourself, your blind spots, your impact on others and ways to adapt to ensure you are heard.

At the end of the session, you should be able to

- Understand the language a team member speaks to greatly enhance team communication
- Reduce conflict by reducing barriers to miscommunication
- Understand how to interact with others more effectively

Course Structure

Duration: Half Day

Size: Min: 10
Max: 30

Audience: Any level of employee

Conflict

Drama, Drama, Drama: An Employee's Guide to Creating a Drama-free Workplace

Course 3B

Have you ever said "Why can't people just come to work and do their job without all this DRAMA?!"

At the end of this interactive workshop, participants will:

- Know what drama means
- Understand the various roles people play in a drama situation
- Identify their own individual role and responsibility in drama at work
- Different ways to deal with drama and difficult people
- What to do when you need to get help for a drama situation

Course Structure

Duration: Half Day (3.5 hours)

Size: Min: 15
Max: 25

Audience: Any level of employee

Understanding and Stretching Your Conflict Style Using the TKI

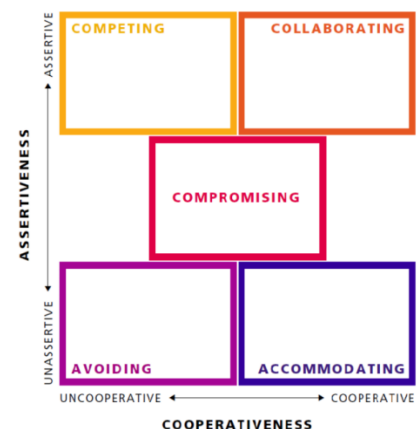
Course 3C

The Thomas-Kilmann Conflict Mode Instrument (TKI) represents a very useful application of social science research, centered around the five key ways (or modes) of dealing with conflict.

Each of us is capable of using all five conflict-handling modes. None of us can be characterized as having a single style of dealing with conflict. But certain people use some modes better than others and, therefore, tend to rely on those modes more heavily than others—whether because of temperament or practice. Understanding your conflict mode tendencies, when it is best to use and how to adapt your style will benefit anyone to deal with everyday situations in which conflict will be present.

In this workshop we will explore:

- What are your well-worn personal beliefs and attitudes whenever you think about conflict?
- What are your conflict mode reflexes? That is, which of the five modes do you automatically go to first or most often?
- What modes do you seldom use?



Courses/Teambuilding

- What modes do others in a particular conflict situation appear to be using?
- Given your analysis, which of the five-modes do you think would be most effective?
- What can you say or do to start using the most effective and appropriate mode?

At the end of this interactive workshop, participants will:

- Understand their personal beliefs and attitudes about "conflict"
- Discover their conflict mode reflexes
- Recognize which mode(s) others in a particular conflict situation appear to be using
- Know how to determine the most effective and appropriate mode for situations

Course Structure

Duration: Half Day

Size: Min: 15
Max: 30

Audience: Any level of employee

Diversity, Equity, and Inclusion

Diversity, equity and inclusion (DEI) has taken center stage in the workplace.

DEI is vital to creating and maintaining a successful workplace—one founded on the principle that all people can thrive personally and professionally.

The following offerings when added to your DEI efforts, provide foundational skills towards building a culture of inclusion.

Listening to Understand

Course 4A (Virtual Only)

Listening is often thought of as a passive activity. It means we sit back and let a speaker's words wash over us. Or as a Receiver of communication, we sometimes find ourselves preparing our counter thoughts/argument instead of being curious about the Sender of the message.

In today's climate, this approach is not only ineffective, but it also damages our culture. When people feel heard, the more apt they are to listen to others. There are multiple ways to listen.

In this session, participants will spend time in small groups creating connection and practicing listening skills to promote:

- Genuine curiosity
- Paying full attention
- Avoiding premature judgment
- Checking for understanding

Course Structure

Duration: 2.5 Hours

Size: Min: 15
Max: 25

Audience: Anyone

Asking Powerful Questions to Promote Understanding, Learning and Fresh Perspective

Course 4B (Virtual Only)

We ask questions all the time. Have you ever received a reaction to a question that did not match your intent? We tend to notice this more when the reaction is negative. This disconnect can often be found in the way we asked the question. Asking better questions helps others feel heard as well as opens the door to dialogue and discovery. They may provoke ideas from the other person rather than lead the person to our point of view. Good questions can also create greater possibility for expanded learning

and fresh perspective. Often good questions are open-ended and there are several strategies we can use to create them.

In this session, participants will spend time in small groups creating connection and practicing skills to ask good questions which include questions that:

- Provoke information rather than provide it
- Are short, open-ended, not leading, and avoid problem solving
- Promote inclusiveness

Course Structure

Duration: 2.5 Hours

Size: Min: 15
Max: 25

Audience: Anyone

Resilience and Stress

Manage Your Energy, Not Your Time

Course 6A

Are you tired of working long hours and feeling like you have so much more to do? Are you perpetually exhausted? Burning out? Is your natural response to rising demands to work longer, harder?

There is never enough time. It is finite. Energy is renewable. More energy increases your capacity to get more done in a shorter period of time.

Based on the work of Tony Schwartz and Catherine McCarthy, the science of stamina has advanced to the point where individuals, teams, and whole organizations can, with some straightforward interventions, significantly increase their capacity to get things done.

At the end of this interactive workshop, participants will:

- Individually assessed their own energy levels in four key areas: the body, the emotions, the mind, and the human spirit
- Learned practical ways to build renewable sources in each area
 - Developed actionable steps to improve your energy and reduce stress

Course Structure

Duration: 2.5 Hours

Size: Min: 15
Max: 25

Audience: Anyone

2.5 hours Min: 15 people Max: 25

Audience: Anyone

Teambuilding

Overcoming the Five Dysfunctions of Teams

Course 7A

In the best-selling book *The Five Dysfunctions of a Team*, author and management consultant Patrick Lencioni outlines the root causes of politics and dysfunction on the teams where you work and the keys to overcoming them.

Counter to conventional wisdom, the causes of dysfunction are both identifiable and curable. However, they don't disappear easily.

Making a team functional and cohesive requires levels of courage and discipline that many groups cannot seem to muster.

Team members will complete the assessment prior to the workshop. During the workshop you will learn how to become a more cohesive, productive team.



To accomplish that objective, we will be applying the model for teamwork from *The Five Dysfunctions of a Team*.

Course Structure

Duration: Half Day or Full Day

Size: Max: 20

Audience: With an assessment: Intact teams
Without an assessment: All employees

The Organizational Workshop: A Simulation

Course 7B



Licensed Provider

The Organization Workshop gets to the heart of partnership in organization life—why partnership is critical to organizational success, what gets in the way of it developing, and the role of leaders in making it happen.

Participants are dropped into an organization, some as Tops with overall responsibility for the organization, others as Bottoms (individual contributors), and others as Middle Managers. There are Customers and potential Customers with projects for the organization to work on and money to pay for services. There are time pressures, conflicting demands and priorities, unmet needs, confusing messages. In short, a familiar experience in today's fast-paced, ever-changing world.

Here participants are given a whole new lens for seeing, understanding, and moving past the roadblocks to success.

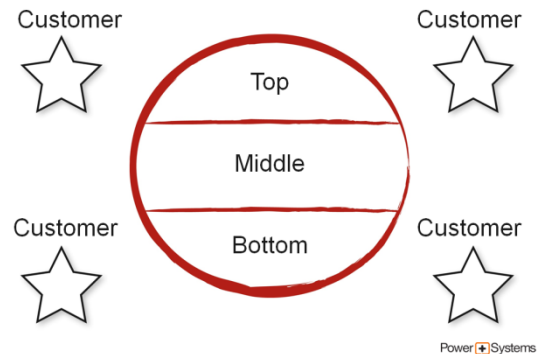
Strategic Frameworks

Throughout the workshop, participants learn strategic frameworks for making sense of the experiences they are having. These frameworks and the system sight they provide help participants make connections between events in the organization exercise and life in their actual organizations.

What Is the Need

The purpose of The Organizational Workshop is for participants to share an intense, interactive activity around human systems dynamics that engages them to examine:

- How partnership across boundaries (e.g., levels, functions, departments, organizations) increases productivity and overall satisfaction
- How misunderstanding and miscommunication happen across organizational lines and how to change that
- How their behaviors impact those around them
- How we reflexively fall into traps that inhibit our ability to integrate across the organization
- How the organization is viewed through the eyes of top executives, middle managers, individual contributors, and customers
- How they can interact more strategically and effectively with all levels in the organization



At the end of this interactive workshop, participants have the opportunity to create:

- **More system-wide partnerships.** People will come away with greater commitment and methods for creating and maintaining satisfying and productive partnerships up, down, and across organizational lines
- **Empathy.** People will come away with an appreciation for the difficult issues faced by people in other parts of the organization. Participants will see the path to using more emotional intelligence and being more strategic in their interactions with others
- **Self-awareness.** People will come away with greater understanding of themselves in their multiple roles as Tops, Middles, Bottoms, and Customers. They will recognize their self-limiting behaviors in each role, and they will come away with concrete strategies for greater effectiveness in each role
- **A re-energized system.** The workshop will re-energize organizations that have been running at full speed but still need to operate more effectively. The workshop helps maximize the potential of individuals, teams, and entire organizations

Course Structure

Duration: Half Day or Full Day

Size: Min: 15
Max: 50+

Audience: Mixed levels across the organization

Team Emotional and Social Intelligence (TESI)

Course 7C

Teams are the source of most of the productivity, creativity and reliability in organizations. Emotionally intelligent teams spark with energy and results.

The path to these positive results is established by developing the 7 core skills of team success:

- Team identity
- Motivation
- Team emotional awareness
- Communication
- Stress tolerance
- Conflict resolution
- Positive mood

Perfection isn't required. Awareness of which strengths to maximize and which weaknesses to improve is essential to reaching the desired outcome of operating with Collaborative Intelligence™ and benefiting from sustainable productivity. Your team's emotional and social well-being will be positively contagious for your organization, your customers and your community.

The TESI®, is a team 360 survey designed to guide your team to success.

TESI 2.0 is the second edition and the world's first scientifically validated Team Emotional and Social Intelligence Survey® created by James Terrell and Marcia Hughes, M.A., J.D., of Collaborative Growth.

Give your team the opportunity for 360 feedback on the seven critical competencies for emotionally effective teamwork. When each team member rates the team's skills from his or her perspective everyone can see where the team feels it is strong as well as where it is struggling. There has never been a time when stress tolerance was more critical than it is today, and with a little attention and regular practice, all teams can improve their ability to manage stress, or resolve conflict, or enhance communication, or wherever they need to improve.

Course Structure

Courses/Teambuilding

From Emotional Intelligence to Collaborative Intelligence™
A Team Model



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Duration: Half Day or Full Day

Size: Min: 4
Max: 20

Audience: Intact teams

Coaching

Executive Coaching

Coaching Option 1A

No matter where you are on your career path—from eager up-and-coming manager to a seasoned senior executive to an entrepreneur—there will be times when you can benefit from some professional coaching.

Our diverse group of Executive Coaches bring more than 90 years of combined expertise, much of it training public sector leaders. The Executive Coaches we have allocated to this project have worked with all levels of leadership to provide sound problem-solving resolution strategies and are familiar with Organizational Change Management in real-world work environments.

We treat the work of finding the best fit coach as mission critical. Coaching research has documented a range of factors affecting the success of coaching and differentiated a quality of a relationship between the coach and coachee as a critical one. To facilitate successful matching, we have each person being matched complete a confidential personal profile to help us understand their needs. Each coachee is then given two Executive Coach profiles from which to interview and choose their best fit.

Our Executive Coaches can partner with you in:

- **Creating goal clarity.** We can help you prioritize and figure out whether these goals are reasonable and which ones are the most important to achieve. Understanding this can better help you achieve those goals
- **Designing a career trajectory.** How do you get there from here? What do you need to do?
- **Becoming a better leader.** You may have the fancy job title, but how good of a leader are you? An executive coach can help you become the type of leader who commands respect—and gets things done
- **Becoming a better communicator.** Does your intent match your impact on others? You may be the smartest person in the room, but if your communication skills are terrible, you are not being the person you can be
- **Sharpening your skills.** You may have neglected some important skills in your climb up the career ladder. An executive coach can help you improve them
- **Managing work-life balance**

You may have the drive, the skills, and the vision, but there are times when you need professional guidance to ensure you stay on the right path, and how to best utilize your talents and work on your shortcomings in order to reach your goals.

An executive coach can be that person.

Call us for a complimentary 30-minute consultation to see which package is right for you.

Individual Coaching

Coaching Option 1B

All of our Executive Coaches are available for one-on-one coaching sessions.

Different coaching packages may include:

- Completion of a detailed confidential Personal Profile to understand your needs and goals for coaching
- Creation of a Personal Development and Next Steps Plan
- Alignment meeting(s) with coach, coachee, and coachee's manager to be clear on goals and organizational alignment
- Targeted quantitative and qualitative assessments to assess and support the leader's development

Coaching Structure

Duration: 1 hour per coaching session
3-, 6-, and 12-month packages

Size: One-to-one coaching

Audience: Any level of formal leader, high performer, and individual contributor

Leader as Coach

Coaching Option 1C

If you want to create a more collaborative and inclusive culture in your organizations, become a better coach. It is no longer just for the top executives. It's an essential skill for managers at all levels.

According to the *Harvard Business Review* article [Leader as Coach](#), an effective leader "asks questions instead of providing answers, supports employees instead of judging them, and facilitates their development instead of dictating what has to be done."

This interactive, 16-hour session will provide participants with foundational coaching skills and small group practice with feedback to build your confidence to make an immediate impact with your team.

All sessions are typically executed in one room (whether in person or virtual), with a coach for each breakout group (4-5 total) to facilitate learning and skill development.

Session 1: Building the Toolkit (8 hours)

- Developing a coaching mindset
- Understanding and practicing foundational skills
 - Assessing the situation
 - Listening
 - Asking effective questions

- Providing feedback

Session 2: Integrating and Practicing the Coaching Conversation (4 hours)

- Using a proven Coaching Conversation model which successfully creates
 - Building Rapport
 - Engaging the person in the purpose of the Conversation
 - Clarifying the other person's view
 - Affirming and Clarifying expectations
 - Co-Creating outcomes and accountability steps
- Peer observation and feedback through "Real Play" practice of actual coaching conversations

Session 3 (4 hours): Building on the Foundation

- Held two weeks after Day 2 to give participants time to practice skills and conversations, Session 3 focuses on sharpening your skills by looking at what worked well, challenges encountered and feedback.

Coaching Structure

Duration: 16 hours

Size: Min: 10
Max: 20

Audience: Any level of formal leader who wants to improve trust, communication, and engagement with their team. Individuals who want to champion the development of coaching culture within their organization

New Leader Integration: Beyond Onboarding

Coaching Option 1D

To hit the ground running in your new leadership role, we can help you with a structured process of sharing your experiences and expectations with your team and allowing them to share with you. Getting to know your team has great benefits for both you and your team, and it can inform your other onboarding work, too. We partner with you to design an intentional process that that helps your team know how you work and what works for you. This may include areas such as:

About Your Team

- **Smooth sailing.** What's going right? Your team can help you identify places where you don't have to focus your energy when you're first in the job. That's equally important to what you do need to look at
- **Areas of pride.** It's important to be aware of what your team is proud of. These things may not be immediately obvious to you, and they can hold valuable clues about what motivates the group
- **Hotspots.** Ask your team what's not going well or what they're struggling with. In the "honeymoon period," folks tend to gloss over these, but it's great to know early on

- **Untapped potential.** Your team may see opportunities right now that could take you months to understand fully. Or you may have people who have capabilities beyond their current scope. Ask them!
- **Unmet needs.** What's standing in the way of your team members performing to their highest potential?

About New Leader:

- **Communication.** How do you like to give and receive information? Are you a writer or a talker? Do you prefer in-person, videoconference or phone?
- **Principles.** What do you stand for? When you share your principles with your team, they get a window into what makes you tick — and also what might tick you of
- **Superpowers.** What are you great at? When your team knows your gifts, it can be easier for them to approach you for help

Coaching Structure

Duration: 8-16 hours

Size: 1-2 New Leaders

Audience: Any leader in a transition role

Team Coaching

Coaching Option 1C

Ignite your teams! Team coaching is ideal for creating sustainable change. According to *Senior Leadership Teams: What It Takes to Make Them Great*, of 120 leadership teams studied across the globe, 42% performed poorly, 37% delivered mediocre performance, and only 21% delivered outstanding results.

Team coaching is results-focused. The coach facilitators work closely with a team to translate the data and insights gained from team assessments into a coaching agenda that often focuses on the team's stakeholders, goals, processes, shared experiences, and collective interpersonal awareness in a way that supports the overall goals and objectives.

Team Coaching means smaller coaching engagements designed to support teams to elevate their leadership and effectiveness to achieve organizational goals. The coach partners with team members to give the group an opportunity to stretch beyond their current abilities and achieve better results.

Monthly 90-minute group learning and coaching for your leaders. May also be augmented by a one-on-one Executive Coaching Session each month for each participant. Includes customized and targeted assessments to determine team's strengths and development needs.

Outcomes include

- Interpersonal awareness that supports the team's goals

- Improved team relationships to enhance collaboration, health, and creative thinking to tackle complex issues
- Team Development Plan to achieve greater effectiveness and impact

Coaching Structure

Duration: 90 minutes per month
May also include one-on-one Executive Coaching Session each month for each participant

Team Size: 3-15 participants

Audience: Intact teams

Leadership Academies

The Grays Peak Approach

All of our Leadership Academies are created based on the following framework:

- **Customized Content.** We work closely with you to customize and address critical competencies based on what we know about the most effective leadership competencies
- **Organization Integration.** Tools and resources learned are directly applied and implemented through a partnership with the participants and their leaders which deepens learning, creates a new leadership language and culture.
- **Challenge and Growth through Developmental Activities.** Mentoring with participants and organizational leaders through field assignments
- **Leadership Development over Time.** Modules are spread out and build upon one another to help make it stick
- **Feedback, Support, and Accountability.** Structured using small peer-support groups during and between sessions
- **Real-World Application.** Achieved through integrated mentoring and leader panels
- **Strategic Use of Assessments.** Conducted as needed to raise self-awareness and set development goals
- **Executive Coaching**

Executive Leadership Academy

When you're focused on your organization's future every day of every workweek, it's vital that you are well equipped to optimize your organization's performance—as well as your own—with effective leadership training. What does it mean to be an effective leader?

It means you're a visionary, a trailblazer, a strategist, a communicator, a coach, a diplomat and a politician. Pride, commitment and camaraderie. Those are the words you describe your team. You're able to focus on the big picture and uphold high standards while wearing many hats. We can help your leaders master the competencies of effective leadership.

The Executive Leadership Academy core outcomes for participants remain constant across all 4 proposed modules through the use of assessments, activities, reflection, class discussion, peer group work and feedback. Using these techniques, participants will learn:

- Key competencies that are proven to be important for effective leadership and personally strengthen their ability to lead in complex times
- Practical leadership frameworks that help individuals and organizations excel
- Ways to lead and collaborate across the organization and with critical stakeholders

Sample Outline

Module 1: Leading Self

You need to understand yourself as a leader before you can understand or lead others. This module draws on some of the most up-to-date research on leadership and focuses on the practical application of leadership skills and principles.

Learning Outcomes

Participants will be able to:

- Have a clear understanding of their strengths and weaknesses as a leader
- Define personal leadership goals through self-evaluation, dialogue and feedback
- Clarify appropriate approaches, values and beliefs about their leadership style

Assessments

MBTI, and a 360 Leader Assessment

Module 2: The Emotionally Intelligent Leader and Navigating Change

Today's organizations are often treading water in a sea of continuous change, uncertainty, and unprecedented challenges. The technical skills that sustained you early in your career may not propel you forward in your leadership role. There is an emotional element critical for you to consider. It is what will help you coach teams, manage stress and collaborate with others.

Learning Outcomes

Participants should be able to:

- Understand what emotional intelligence is
- Understand and demonstrate traits of emotionally intelligent leaders
- Know and understand your own tendencies toward change initiatives and what others need to foster successful change initiatives

Assessments

EQi 2.0 and The Change Style Indicator

Module 3: Creating a Coaching Culture

Coaching can improve your organization's ability to set goals and achieve results by helping employees identify and take advantage of their natural strengths. Leaders and managers achieve more through their teams by encompassing a coaching culture, specifically by developing managers to promote the coaching leadership style.

Learning Outcomes

Participants should be able to:

- Develop the coaching skills most needed to thrive in the hybrid workforce
- Break down silos and communication barriers
- Unlock employee engagement
- Address issues with openness and respect

- Transform performance management with coaching conversations and a culture of feedback

Module 4: Building Highly Effective Teams

Gain deep insight into your current leadership style and the skills required to build trust and respect in a high performing team. Apply skills in developing psychological safety, having difficult conversations, and leveraging the power of your team to increase effectiveness and achieve organizational outcomes.

Learning Outcomes

Participants should be able to:

- Understand what it takes to create psychological safety for your teams
- Create an environment for your team that builds trust, fosters teamwork and encourages innovation
- Master tough conversations and the art of intervening skillfully
- Foster resiliency; manage stress, time and energy for yourself and your team

Assessments

TEAM diagnostics, Five Dysfunctions of a Team

Academy Structure

Duration: 8–10 full days or virtual half days over 6–12 months

Size: Min: 15
Max: 26

Audience: Customized to any level of formal leader

Executive Coaching: 6 sessions per person recommended

Supervisor Tools and Resources (STAR)

Why Supervisor Tools and Resources?

The Supervisors and their staff are the face and first point of contact for most of the customers. This is a key moment to reinforce and build the culture you want to create. The content is customizable to address the critical competencies that your leaders need to be successful.

STAR Learning Objectives

- Become more self-aware of strengths, areas for development, and importance
- Learn how to communicate more effectively, both verbally and non-verbally
- Adjust your leadership style to effectively manage others
- Manage performance by formulating and delivering feedback effectively
- Manage conflict and resistance
- How to plan, prioritize and delegate effectively
- Motivate and inspire others
- Leverage Diversity
- Learn tools and skills to help us be more focused and resilient
- Address real world challenges facing supervisors

Sample Outline

STAR 1: Understanding Self and Others

- Become more self-aware of strengths, areas for development, and importance
- Learn to lead from your strengths

Assessments

Work Styles, Values Sort

STAR 2: Communicating On Purpose

- Learn how to communicate more effectively, both verbally and non-verbally
- Adjust your leadership style to effectively manage others
- Manage performance by formulating and delivering feedback effectively
- Leverage Diversity

Assessments

Coaching Skills

STAR 3: Leading Teams

- Manage conflict and resistance
- How to plan, prioritize and delegate effectively
- Motivate and inspire others

Assessments
Conflict Styles

STAR 4: Leading Through Complexity

- Tips and Tools to lead and influence change initiatives
- Learn tools and skills to help us be more focused and resilient

Assessments
Change Management, Resilience

STAR Structure

Duration: 4–8 full days or virtual half days over 4–6 months

Size: Min: 15
Max: 25

Audience: Customized for new or experienced first-level supervisors



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