

IMEX – Interaction Management Essentials & CFS – Coaching For Success Program Outline

The People Imperatives

Leadership is different now. Economic volatility, shrinking and increasingly diverse workforce, stakeholders pressures are creating demands and challenges unimaginable just a few years ago. While businesses undergo seismic change, many leaders continue to navigate with outdated skills and tools – a sure path to mediocrity at best, failure at worst.

While much attention is focused at top leaders, a different and mostly overlooked group, people leaders, demands scrutiny and guidance, because their everyday performance drives success for many organizations. People leaders – the operational supervisors whose behaviours and actions are most visible to others on a daily basis – meet growing demands and challenges.

Over the past 30 years, DDI has conducted research ongoing on the competences that define effective leadership and it shows that the role of people leaders grow in importance and complexity. To better understand this role, DDI have defined seven essential capabilities, or Leadership Imperatives, that leaders must master in order to effective in their jobs.

Seven Leadership Imperatives

- **Coach and Develop for Results**

Leaders get work done through others. The ability to effectively coach success and for improvement is critical to getting work group results. Developing others through training and targeted experiences is one of a leader's most important contributions to the organization.

- **Drive Performance**

Leaders are responsible for getting results personally and from their work groups. Setting performance expectations and holding people accountable are critical for getting results.

- **Inspire Loyalty and Trust**

Retaining talented employees is the leader's job, and satisfaction is the key to retention. Good leaders create an environment where employees can maximize their talents and perform at or above expectations.

- **Manage Work Resources**

Resources, time, and budget need to be deployed effectively for leaders to meet their work groups' objectives.

- **Partner Within and Across Teams**

Whether it's a formal team or an informal group that needs close teamwork, in order to be effective, creating and maintaining a high-performing team and cross-boundary partnership is a key leadership role.

- **Influence Through Personal Power, not power of position**

Leaders need to get things done without using position power, either because it's inappropriate or they're leading people who are peers or who are not direct reports.

- **Evaluate and Select Talent**

Identifying, evaluating, and selecting internal and external talent are essential skills for most leaders.

IMEX – Interaction Management Essentials & CFS – Coaching For Success Program Outline

A Series of Leadership development programs have been designed to address the above challenges, like a journey, for which the destination is the 'Leader' as a Catalyst for Change. **The first program – IM Interaction Management Essentials & CFS – Coaching for Success**, proposes to address the fundamental basis for leading people, namely the capacity to manage the essential Interactions required by the Leadership Imperatives, the '**Soft**' skills, sometimes also seen as the 'Hard' skills.

- The **Imperatives** help define the things leaders do to meet the challenges of leadership.
- **IM-EX** is essential interaction skills needed for all 7 Imperatives today and in future courses. These are the Essentials to get started.
- **CFS** – The ability to coach for success and for improvement is critical to getting work group results.

Day 1 - IMEX – Interaction Management Essentials

- Role and importance of Interactions in meeting the leadership challenges.
- Learning **essential interaction skills** to help meet practical business needs but also meeting people's personal needs.

1. Essential Key Principles to address **personal needs**:

- **Esteem**: Maintain or Enhance Self-Esteem
- **Empathy**: Listen and Respond with Empathy, to facts & feelings
- **Involvement**: Ask for Help and Encourage Involvement
- **Sharing**: Share Thoughts, Feelings, and Rationale, to build trust
- **Support**: Provide Support Without Removing Responsibility

2. Interaction Guidelines to address **practical needs**:

- **Open**: Set purpose of Discussion
- **Clarify**: Seek info, identify issues and concerns
- **Develop**: Seek ideas, explores resources and solution
- **Agree**: Specify actions, confirm how to measure progress
- **Close**: Confirm confidence and commitment

3. Feed-Back Process: 'Feed-back is the breakfast of champions' !

The STAR process for specific, timely, constructive and balanced feed-back.

Day 2 - CFS – Coaching for Success

1. Identify Coaching Needs:

- Observe Performance
- Measure results

2. Coach:

- Day-to-Day Feed-Back
- Formal Discussion

3. Provide Support:

- Encourage responsibility
- Provide resources
- Remove barriers

Ad-Hoc: Making Coaching an ongoing process