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Essential Leadership Skills For Today's Managers & Supervisors

1. The Leadership Challenge
   a. What Exactly Is a Leader?
   b. Leadership Versus Management Versus Supervision
   c. Gaining Credibility
   d. Why Leaders Are Needed

2. Your Leadership Style
   a. Analytical
   b. Bold
   c. Cautious

3. Coaching For Managers
   a. Coach Versus Judge Mentality
   b. True Empowerment Is Not Just a Catchy Phrase
   c. Capitalizing On Member Talents & Strengths
   d. Placing Members In a Position to Win (or Lose)

4. Communication: Speaking & Listening
   a. Effective Listening
   b. Probing Questions
      i. Rhetorical Questions
      ii. Open Ended Questions
   c. Effective Verbal Communication
   d. Beware of the Non-Verbals
   e. Managing Diversity
   f. Sexual Harassment

5. The Intangibles
   a. Situational Leadership
   b. Power & Persuasion
   c. Gaining Trust
   d. Loyalty
   e. Employee Enthusiasm

6. Team Conflict – It's Not Always Bad
   a. Assertive Versus Aggressive Language
   b. "You" Versus "I" Statements
   c. Coping With Difficult Team Members
      i. The Negative Team Member
      ii. Passive Team Member
      iii. Unmotivated Team Member
      iv. Over-agreeable Team Member

7. Roadblocks & Hurdles
   a. "Its Not Gossip When Its True" - The Rumor Mill
   b. "Don't Ask Why, Just Do It" - Hidden Agendas
   c. "I Have An Open Door Policy" - Open Communication
   d. "My Way Or the Highway" – Leading By Fear
   e. "I'm Just Checking Up" - The Micromanager
   f. "But, Its Always Been Done That Way!" – Stuck in Yesterday

8. Performance & Behavior Problems
   a. Progressive Discipline
   b. Focus On Behaviors
   c. Assume the Problem Can be Corrected
   d. Document Your Actions

9. Recruiting, Evaluating and Selecting Employees
   a. Avoiding Interview Traps
      i. Race / Sex / Religion
      ii. Americans With Disabilities
   b. Choosing the Best Candidate

10. Developing Your Staff
    a. Delegation
    b. Reverse Delegation
    c. Accountability

11. Performance Evaluations
    a. Key Performance Indicators
    b. Establishing the Baseline
    c. Employee Feedback
    d. Training & Development

12. Self Evaluations & Improvement
    a. Setting Goals and Priorities
    b. Taking Risks and Embracing Innovation
    c. Measured Risks

13. Systematic Decision Making
    a. The Benefits of Brainstorming
    b. Mapping the Process
        i. Frame the Problem
        ii. Identify the Options
        iii. Consider the Consequences
        iv. Implement the Solution

14. Stress
    a. During Change
    b. During Downsizing
    c. After You Leave the Office