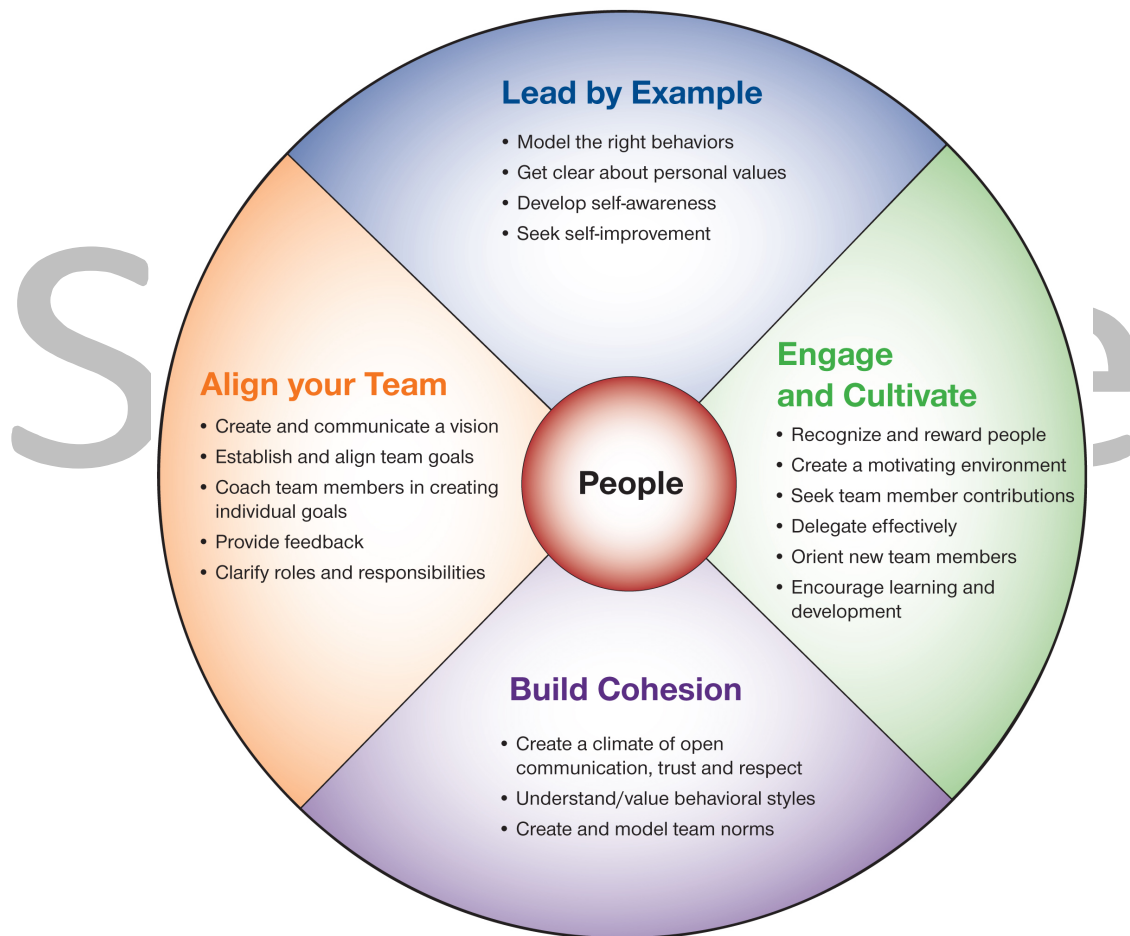




People-First Leadership™ Development Program





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Thank you for your purchase of this 5.12 Solutions publication. It is available online at www.512solutions.com. Please contact us for quantity discounts for this guide, Participant Workbooks, or the book ***Ignite! The 4 Essential Rules for Emerging Leaders***.

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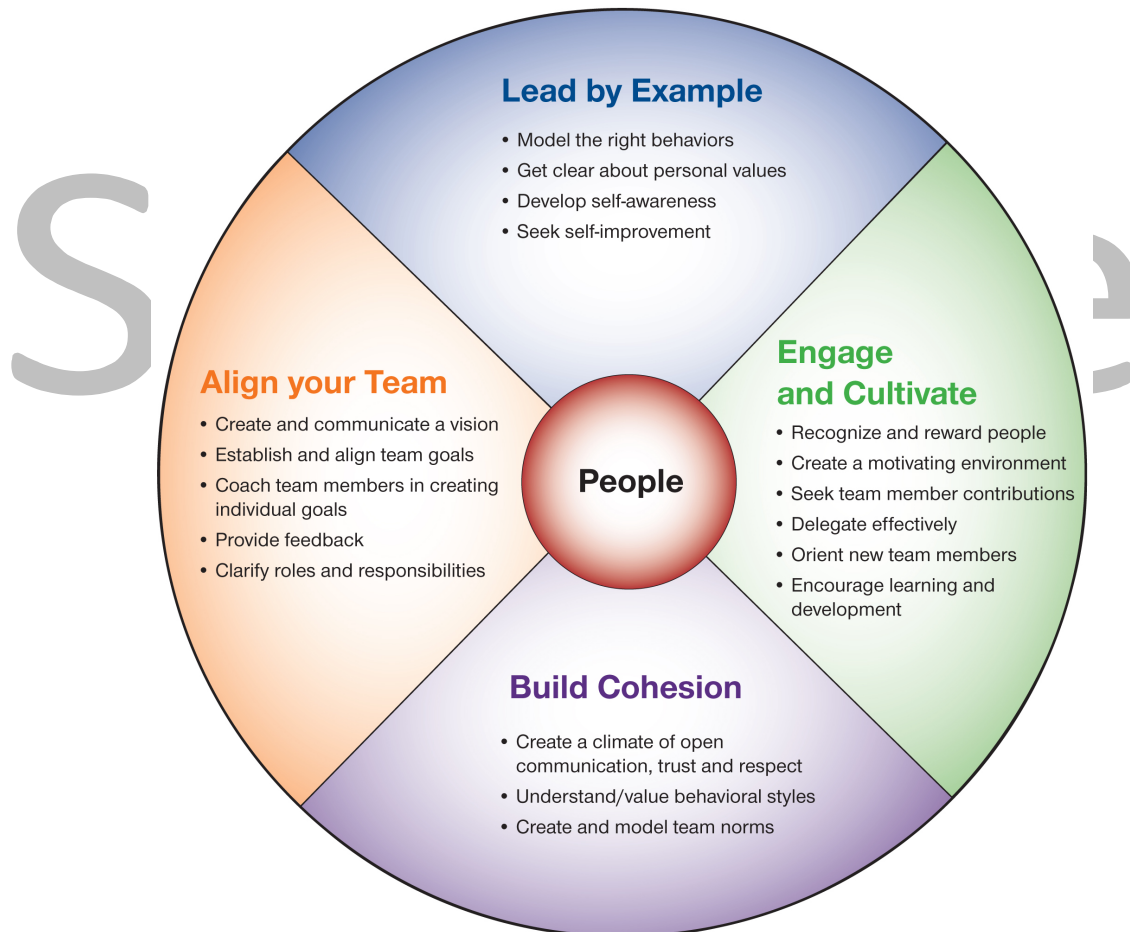
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Part 2: The People-First Leadership™ Development Program



Leadership Performance Session 1

Length: 4 hours

Description: Participants reflect on characteristics and behaviors of people who have impacted them most. They learn about the 4 Factors of People-First Leadership™. The emphasis of this session is on the first factor, Lead by Example. Participants define their core values and discuss how to align their leadership actions with those core values. Finally, participants learn about reluctant communication and how to align their actions and words.

Goals:

- Understand the People-First Leadership™ Model
- Apply People-First Leadership™ Factor 1: Lead by Example
 - Define your core values
 - Use assertive communication

Session Topics:

- Welcome and overview
- Kick-off leadership activity
- Overview of the People-First Leadership™ Model
- Clarifying your core values
- Aligning your words with assertive communication
- Wrap-up and action planning

Resources needed:

- Completed PowerPoints – add “Hopes” generated during the kick-off session to slide 4
- *Ignite!* book and Participant Workbook
- Poster of The People-First Leadership™ Model posted in front of training room
- Flip chart and stand
- Tape
- Markers
- LCD and screen for PowerPoint presentation
- See agenda on jump drive

Welcome and Session Overview

Welcome participants to the first official Leadership Performance Session.

Review where we have been to date.

- *We conducted a kick-off session where we identified our hopes and concerns for the People-First Leadership™ program.*
- *You read Ignite! The 4 Essential Rules for Emerging Leaders.*
- *You completed and emailed to me your personal measures of success from the kick-off meeting.*

Provide an overview of the session.

- *Before we can lead others, we must first be able to lead ourselves.*
- *Today is really about self-leadership.*
- *One of our goals is to build a deeper sense of self-awareness so that, as leaders, we can better understand how we impact the people around us and better understand how others impact us individually.*
- *You, as a front line leader, impact your people more than any other factor in your organization. You impact employee engagement, productivity, and satisfaction.*
- *People don't generally leave their organizations. They leave their managers.*
- *And, all of the sudden, that's you. Just thinking about that can be overwhelming.*



2

Explain the learning objectives for the session.

- *The objectives for today's session are to:*
 - *Understand the People-First Leadership™ Model.*
 - *Apply the first factor Lead by Example to your leadership role.*
 - *Build self-awareness.*

3

Review the agenda with participants.

- *Today we will start with a discussion about leadership by talking about who has had the greatest impact on you both personally and professionally.*
- *We will review the People-First Leadership™ Model in depth.*
- *We will apply the first People-First Leadership™ component - Lead by Example - to your work as a leader by exploring our*

core values and then learning how to align our actions around those core values through assertive communication.

- *Then we will wrap up the session creating a personal action plan – as we will do for every Leadership Performance Session.*

4

Review participants' hopes developed from the kick-off session.

Note: The facilitator will need to customize this PowerPoint with the “hopes” generated during the kick-off session. Highlight the specific hopes that will be covered during today's *Lead by Example* session.

- *During our kick-off session you identified some hopes you had for this program. The ones highlighted on this slide represent your hopes that we will address in today's session.*

Sample

Kickoff leadership activity

5

Kick-off Activity Overview: During this activity you will guide participants to reflect individually about the characteristics and actions of leaders who have impacted them the most. Then participants will meet in small groups of 3-5 people to discuss the characteristics, document them on a flip chart, and report out to the entire group.

Explain/conduct the Kick-off Activity.



- Turn to page 4 in your action-planning guide.
- Take two minutes to reflect on someone in your life who has had the greatest positive impact on you personally or professionally. Respond to the questions in the table:
 - What did he/she do? What were the specific actions you remember about him/her?
 - What characteristics best describe this person?

SG

After two minutes, break the group into sub-groups of 3 - 5 people (depending on the overall group size). Ask each group to take a flip chart, paper, and markers.

- On the left side of a flip chart document a common list of actions/behaviors, and on the right side of a flip chart document a list of common characteristics.
- Be prepared to share your list with the large group.

Have each group report out to the large group. (If the group is not large enough to have several groups or if you have limited time you can skip the sub-group step and have participants share their actions/behaviors while you create the common list.)



Debrief the exercise.

- What are your observations?
- What were the most common actions/behaviors about the leaders you talked about (things leaders do)?
- What were the most common characteristics you noticed (who leaders are)?
- Who were the most cited people that made an impact on us (Listen for responses such as: people closest to the team)

member – family, front line supervisor)?

- *How did this leader garner the cooperation and commitment of others, inspire others, and call others to action?*

Make the following closing comments.



- *As a front line leader, you have a significant impact on your organization and the people around you.*
 - *How you handle your leadership position not only impacts you, but the company as a whole.*
 - *Remember what I said earlier - you impact productivity, engagement, satisfaction, and morale more than any other factor in your organization.*
 - *People don't leave their organizations. They typically leave their manager.*
- *I have learned throughout my career that leadership isn't about being charismatic; it's not about magical qualities that were bestowed upon you at birth, and you don't need to complete Special Forces training as a rite of passage.*
- *Leadership is about employing key skills and behaviors on a consistent basis. And guess what? Those skills and behaviors can be learned.*
- *Even better, the four-point People-First Leadership™ Model that we will focus on in this course gives you the path to get there (Point to the People-First Leadership™ poster that came with the facilitator's kit).*
- *Today marks the beginning of your leadership development journey.*
- *Let's begin by looking at the People-First Leadership™ Model in more depth.*

Coaching Session 1: Overview

Length: 60-90 minutes per leadership program participant

Description: Program participants meet one-on-one with the program facilitator/coach via phone or in person. The primary purpose of the first coaching session is to help the participant develop self-awareness as a result of the work they have done in the initial Lead by Example session. During the coaching session, the facilitator and participant will also review the participant's core values and 360-degree feedback results. By the end of the session, the participant will have defined key focus actions for the next 30-60 days.

Goals

- Build self-awareness
- Identify immediate next steps for leadership development
- Target specific areas of support for the program participant

Coaching Process

- Participants complete the coaching form and send to facilitator 24 hours prior to the coaching session
- Facilitator and participant conduct the coaching session
- Coach and participant jointly evaluate the coaching session and agree on next steps

Guiding Principles During the Coaching Process

- Review the participant's coaching report, then let your interpretation and outcomes go (other than a successful interaction).
- Be prepared to meet the participants where they are.
- Be present (nothing needs to or must happen).
- Consciously choose to show up with total positive intent for the participant.
- Listen for possibility and ask questions to clarify. For example, "I'm wondering if this is connected to what you told me..."
- Add perspective as you move through the session, trust your intuition, and check out your hunches.
- Pay attention to and name what is coming up for you.
- Focus on moving forward and what people want to "grow into."

Resources needed

- Coaching form
- Everything DiSC 363® for Leaders Coaching Supplement (if 363 for Leaders Profile is part of the program)