Real-Life Leadership™ Development Series
For School Leaders

Program Overview and Module Descriptions

Program Overview

The Real-Life Leadership™ program is an innovative approach for equipping school leaders to lead others effectively. Research shows that multi-day marathon training sessions do NOT result in knowledge transfer or lasting change. Real-Life Leadership™ follows a monthly or semi-monthly cadence of practical modules addressing and applying core leadership skills one bite at a time.

This program is multi-faceted and designed to truly develop a leadership *mindset* and *skillset*. It is one-part leadership training, one-part practical application, one-part coaching, and one-part peer-to-peer support. It takes place over either a single summer (meeting semi-monthly, or a single school year (meeting monthly.).

Prior to each "equipping" workshop a bit of pre-work is required which may include the viewing of one or two 10-minute content video(s) and completion of an associated video worksheet. Following each session, participants receive "drip irrigation" reinforcement messages via email or text, and are asked to briefly share key learning points with others.

Two Schedule Options

This program is offered in two formats to meet the needs and preferences of school leaders. We offer a "Summer Institute" option which covers all ten modules over a compressed two month period (May-July). We also offer "School Year option which meets monthly over the course of a single school year. (August – May)

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Participants are sent links to two short content videos. Video is watched independently. (App. 10-minutes each)

Participants receive 2-3 quick reinforcing messages via text or email.

Participants attend an efficient, interactive, "Equipping Workshop." (180 minutes)

Participants asked to share learning points with direct manager and direct reports team each month.

Real-Life Leadership™
For School Leaders

- Practical Semi-Monthly Equipping Workshops
- 10:00 am – 2:00 pm with networking lunch provided
- Remain with same "cohort" of school leaders throughout program
- Simple post-workshop application of skills and knowledge

Morning
Omni-Dimensional Leadership
Shepherding a team with the heart and mind of a true leader.

Morning
Understanding People
Practical assessments and adjustments for employee personality and readiness.

Morning
Selecting People
Evaluating and selecting new employees effectively and legally.

Morning
Getting Stuff Done
The art of delegation and follow-up without micro-management.

Morning
Embracing Conflict
Monitoring and addressing interpersonal conflict on teams..

Afternoon
Owning Time
Using the most precious resource wisely to create time to lead.

Afternoon
Charting the Course
Setting vision, goals, and objectives to ensure team alignment.

Afternoon
Developing People
Assessing strengths, weaknesses, and promoting personal growth.

Afternoon
Maximizing Results
Setting expectations, providing feedback, and driving performance.

Afternoon
Getting Change to Stick
Simple change management and the role of the leader.

Peer-to-peer Support   Coaching & Mentoring   Accountability

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Participants are sent a link to a short content video. Video is watched independently. (7-10 minutes)

Participants receive 2-3 quick reinforcing messages via text or email.

Participants attend an efficient, interactive, "Equipping Workshop." (90 minutes)

Participants asked to share learning points with direct manager and direct reports team each month.

Real-Life Leadership™
For School Leaders

- Short, practical, 90-minute Monthly Equipping Workshops
- 10:30 am Start Time with Networking Lunch Provided
- Remain with same "cohort" of school leaders throughout program
- Simple post-workshop application of skills and knowledge

August
Omni-Dimensional Leadership
Shepherding a team with the heart and mind of a true leader.

October
Understanding People
Practical assessments and adjustments for employee personality and readiness.

December
Selecting People
Evaluating and selecting new employees effectively and legally.

February
Getting Stuff Done
The art of delegation and follow-up without micro-management.

April
Embracing Conflict
Monitoring and addressing interpersonal conflict on teams..

September
Owning Time
Using the most precious resource wisely to create time to lead.

November
Charting the Course
Setting vision, goals, and objectives to ensure team alignment.

January
Developing People
Assessing strengths, weaknesses, and promoting personal growth.

March
Maximizing Results
Setting expectations, providing feedback, and driving performance.

May
Getting Change to Stick
Simple change management and the role of the leader.

Peer-to-peer Support   Coaching & Mentoring   Accountability

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Omni-Dimensional Leadership

Summary: Before any real training and development can take place, a person must see the need and believe in its importance. At this first session, we focus on the true nature of leadership. Emphasis is placed on describing the heart of the leader, the sacrifice required, and establishing a foundation upon which to equip leaders with the day-to-day skills necessary for effective leadership at any level. This session also starts the process of growth through self-awareness using a specialized leadership-oriented DiSC® personality assessment.

Pre-Work: Online completion of *The 8 Dimensions of Leadership*™ assessment; view short video on "Omni-Dimensional" leadership.

Learning Objectives:
- Understand the concept of "Omni-Dimensional" leadership and explore its importance of well-rounded, effective leadership.
- Review *The 8 Dimensions of Leadership* Assessment results.
- Ensure commitment to participation and program involvement.
- Review program plan and logistics.

Post-Work: Reading of applicable chapters of *The 8 Dimensions of Leadership*.

Owning Time

Summary: Time is the most precious resource we have. We all have the same number of hours in the day. How those hours are spent will result in success or failure. Unless leaders take ownership of their time, it's difficult to accomplish all that is expected in their role. This learning module focuses on creating the "margin" necessary to perform the role of leader. By learning key personal time management and planning strategies, we equip the leader to make the most of his or her most precious resource.

Pre-work: View content video; complete video worksheet.

Learning Objectives:
- Understand and believe in the importance of the disciplined protection and ownership of available time.
- Learn the principles and techniques for setting aside time to plan and prioritize daily and weekly objectives.
- Learn simple tactics for note taking, action item documentation, and to do list creation.
- Learn effective ways to control meetings and make them more effective.

Post-work: View "drip" messages to reinforce content; share module highlights with manager and with team.

Understanding People

Summary: Using Everything DiSC® and situational leadership principles, this module equips leaders to understand both their own priorities and tendencies, as well as how to assess those of their people. This module discusses how to adjust leadership style to match the needs and abilities of individual team members.

Pre-work: View content video; complete video worksheet.

Learning Objectives:
- Understand and agree with the need to customize leadership approaches based on the personality type and capabilities of team members.
- How to assess the personality types of each team member, and the associated priorities, fears, needs, and strengths.
- How to use basic situational leadership to adjust day-to-day management based on the maturity and motivation of individual team members.
- Gain additional self-awareness regarding personal leadership style, priorities, and tendencies.

Post-work: Categorize each direct report; view "drip" messages to reinforce content; share module highlights with manager and with team.

Charting the Course

Summary: In the confusion of daily work life, a key task of leaders is to create clarity about what is most important. "Charting the Course" addresses the leadership requirement to provide a vision, set priorities, and establish goals. Whether a first line supervisor or senior executive, charting the course is required to ensure the team is focused on the right objectives and free of conflicting priorities and stressful uncertainty. This module teaches how to create a simple vision and strategic plan, aligning it with organizational objectives, and communicating it effectively.

Pre-work: View content video; complete video worksheet.

Learning Objectives:
- Understand the importance and purpose of taking time to "chart the course."
- Learn the basics of vision setting and strategic planning.
- Learn how to ensure alignment with larger organizational priorities.
- Learn how to get buy-in, and effectively communicate a plan.

Post-work: View "drip" messages to reinforce content; share module highlights with manager and with team.

Selecting People

Summary: Most supervisors, managers, and leaders are directly involved in the interviewing and selection of people for their teams. Few things are more important than selecting the right candidate for an opening. Failure to do this inevitably results in performance and culture problems later. This module equips leaders with the best practices for interviewing, evaluating, and selecting team members. It also addresses the legal implications associated with hiring to avoid inappropriate questions and actions leading to employment liability.

Pre-work: View content video; complete video worksheet.

Learning Objectives:
- Understand and believe why great care is warranted in the selection and hiring process.
- Learn effective interviewing and assessment techniques.
- Learn how to review candidate qualifications and culture fit.
- Gain a basic understanding of discriminatory risk and legal/illegal practices in the hiring process.

Post-work: View "drip" messages to reinforce content; share module highlights with manager and with team.

Developing People

Summary: A very important role of supervisors is to ensure the growth and well-being of their people. This looks different for everyone, but the need for personal and professional growth is a fundamental human need. This module instructs leaders how to create simple individual development plans that match the needs and aspirations of people.

Pre-work: View content video; complete video worksheet.

Learning Objectives:
- Understand and believe in the importance of creating an environment of learning and growth on a team.
- How to assess strengths and weaknesses of team members.
- How to provide growth opportunities without formal promotions or large expense budgets.
- How to check progress and avoid employee stagnation.
- How to recognize and address resistance to change on a team.

Post-work: View "drip" messages to reinforce content; share module highlights with manager and with team.

Getting Stuff Done

Summary: For leaders to be successful, they must be adept at distributing work, assigning tasks, and maximizing the productivity of the team. This module addresses the need of every supervisor, manager, and leader to get things done through his or her assigned team. It focuses on the specific task of delegation and follow-up to accomplish goals through people without micro-management.

Pre-work: View content video; complete video worksheet.

Learning Objectives:
- Understand and agree with the importance of proper and intentional delegation and follow-up.
- Learn how to conduct a delegation meeting focusing on the two "Ds" of Details and Dialogue.
- Learn how to effectively debrief, follow-up, and review.
- Grasp the common pitfalls of delegation including perfectionism, over-control, under-control.

Post-work: View "drip" messages to reinforce content; share module highlights with manager and with team.

Maximizing Results

Summary: The ability to "maximize results" is a fundamental element of any supervisory position. A core responsibility of leadership is to get things done effectively and efficiently through the people on the team. This module addresses performance management through setting expectations, providing corrective feedback, and reinforcing strong efforts.

Pre-work: View content video; complete video worksheet.

Learning Objectives:
- Understand why maximizing results is a critical skill and responsibility of leadership.
- Learn how to set clear expectations and check for agreement and understanding.
- Learn how to have the negative performance management discussion.
- Learn how to reinforce good performance through recognition and rewards.

Post-work: View "drip" messages to reinforce content; share module highlights with manager and with team.

Embracing Conflict

Summary: Very few things are more destructive to a culture and work environment than interpersonal conflict. This module stresses the risks of unresolved conflict and the leader's role in monitoring and addressing conflict in the workplace. It provides a basic process and tips for effectively resolving conflict between employees, between teams, and conflict involving the leader directly.

Pre-work: View content video; complete video worksheet.

Learning Objectives:
- Understand and believe why resolving conflict is such an important responsibility of a leader.
- Learn how to use a simple process to address team member interpersonal conflict.
- Learn how to address conflict between two work teams.
- Learn how to handle conflict involving the leader with direct reports or peers.

Post-work: View "drip" messages to reinforce content; share module highlights with manager and with team.

Getting Change to Stick

Summary: It has been said that the only constant in life is change. This applies to the workplace as well. Change is a necessary element of any organization as it responds to evolving customer requirements, competitive pressures, and economic challenges. Leaders at all levels must first embrace change, and then ensure that changes are implemented and accepted by their teams. This module teaches a simple change management approach to help ensure change sticks.

Pre-work: View content video; complete video worksheet.

Learning Objectives:
- Understand and agree that all changes require proactive management to minimize unnecessary resistance and implementation difficulties.
- Learn how to recognize a change is happening.
- Learn how to use a simple Unfreeze-Change-Refreeze model of change management in daily work life.
- Learn how to recognize and address resistance to change on a team.

Post-work: View "drip" messages to reinforce content; share module highlights with manager and with team.