Training Plan

Values-Based Leadership, Communication Skills & Effective Employee Reviews

Audience Type: Supervisors, Managers

Level and Number of Participants: Emerging & Intermediate, 2-20 participants

Lesson Duration: Three Modules, One Hour Segments (Approx. 3 hours if delivered concurrently)

Objectives:

- Discern one area of weakness to focus on for future reference from each module
- By the end of the training, participants will understand how to communicate company values and encourage accountability effectively.
- Participants will be able to identify and demonstrate an understanding of active listening skills and dialogic communication techniques by participating in and practicing training activities.
- By the end of training, participants will accurately employ communication strategies to improve their engagement in inquiry and advocacy by successfully administering effective employee reviews.

Assumptions:

- Participants align with company values
- Participants are interested in improving their effectiveness in communicating with direct reports
- Participants currently input on goals and expectations within their respective departments
- Participants will have the tools and skills to participate in a zoom webinar or can be present in the training facility at the time training is scheduled.

Anticipated Problems:

- Environmental distractions
- Participants may be introverted, uncomfortable with delivering feedback
- Participants' natural communication style could be disruptive
- Potential dissonance with some organizational values
- Delivery method (if using zoom/virtual classroom) may decrease the effectiveness of group/pair work despite breakout rooms. This option should be reserved as a last resort.

Materials: PowerPoint Presentation, Film Clips, Handouts, Zoom platform, pre-course reading materials, pre-course communication audit.

Introduction: Brief introduction of presenter and topics. Reminder to minimize distractions.

Agenda

Module 1: Values-Based Leadership

Presentation

Activity: Film Clips (Leadership, Leader vs Manager) Sue McCollum, Simon Sinek

Discussion

Lecture – Power of Values

Activity – Worksheet on Values and Behaviors, followed by discussion.

MODULE 1 HANDOUT

Lecture & Discussion– Qualities of Values Based Leadership (Self-Reflection, Balance, Humility, Courage/Confidence). What happens when the wrong values prevail? When the right values prevail? Discuss where we've seen this in our lives and within our organization.

Handout – Infographic/slide, Creating a value-based culture, Review of Module 1.

10-minute break (if presenting concurrent modules).

Module 2 – Active Listening & Dialogic Communication Skills

Welcome Back. Reminder to eliminate distractions and be present with the group.

Activity: Active listening exercise – The Bus Driver

Lecture – Definition and 5 Aspects of Active Listening ****Handout/Infographic****

Activity: Big Bang Theory Film Clip. Observe and discuss active listening aspects both present and absent.

Lecture – 3 A's of Active Listening, connecting importance of active listening to effective communication. ****Handout/Infographic Side 2****

Lecture – Dialogic Practices

Activity: Talker & Listener Scenarios (achieved in pairs), followed by discussion.

Module Review or 10 Minute Break- Review if modules are conducted separately. 10-minute break if concurrent.

Module 3 – Administering Employee Reviews for Positive Impact

Welcome Back – Reminder to minimize distractions.

Review of Modules 1 & 2. Connect Values and Communication Skills to relate feedback to direct reports.

Handout – Review Process Steps, Current Employee Review form and Instructions. Participants will have reviewed the form and instructions prior to this session to facilitate deeper discussion.

Activity – Mock Review Administration. How would they convey constructive criticism? Give authentic praise when there may be little evidence? Connect values to behaviors?

Review of 3 Modules, ensuring comprehension and ability to demonstrate or verbalize concepts, values and skills.

- Each participant will identify one area of weakness for improvement per module.
- Participants will verbalize company values, and identify one way to foster ongoing discussion with direct reports

Survey link provided to provide future improvements on training course effectiveness.

Thank you

Listing of Resources used in Course Development