Leader Effectiveness Training (LET)
Onsite – 3 Days, 8 Hours/day – Optimum class size 12-18 students

Training Description:

Leaders need more than business and technical skills to manage effectively. Even more essential to your success is the ability to build and sustain effective relationships with your people. Dr. Thomas Gordon's Leader Effectiveness Training (L.E.T.) offers participants a tested and proven management style which has helped hundreds of thousands of leaders develop effective, productive working relationships with their teams. L.E.T. is an intensive, skills-based training that develops interpersonal communication and conflict resolution competencies in managers and supervisors. Through L.E.T., your organization's leaders learn, practice, and understand when and how to apply a powerful set of tools that measurably influence their worker's behaviors, habits, and beliefs. The result is a more productive, efficient, and fulfilling workplace.

Training Objective:

The L.E.T. Workshop will offer you a leadership model and the comprehensive set of tools you need to become a more effective human relations specialist. At the heart of the L.E.T. model is the principle that effective leaders must build and maintain good relationships with their team members. To that end, this program focuses on relationship building skills – empathic and accurate listening, open and honest sending, participative problem solving, no-lose conflict resolution, and non-coercive methods of managing people. During this workshop you will learn how to use each of these skills so that you'll be able to put them to work immediately on the job.

Skill Attainment:

Participants will be able to:

1. Determine who "owns the problem" in a given situation

2. Identify the 12 Roadblocks to Communication

3. Use active listening to help another solve a problem they own

4. Effective confronting skills

5. No lose conflict resolution skills

6. Handling values collisions

7. Use the principle of participation when there's an issue or problem involving team members

Leader Effectiveness Training

Leader Effectiveness Training, created by <u>Gordon Training International</u>, has four purposes:

1. To help organizations develop a culture which taps the creative resources, abilities, and productivity of all its members, not only its leaders.
2. To help leaders create a climate of cooperation in which all members can experience the benefits of participation and collaboration.
3. To describe a tested, proven model of leader effectiveness based on solid research evidence from hundreds of studies.
4. To offer participants a specific set of communication and conflict resolution skills that will enable them to apply this model to effective leadership.

In LET, leadership is regarded as a set of functions that are the property of the group and should be "distributed" to the group members. This is a concept called **Group-Centered Leadership.** The most effective leader is one who creates the conditions by which he will give up the typical leadership role and become more of a group member. Effective leaders also view each teammate in terms of his or her observable behaviors, rather than with inaccurate and misleading labels. Consequently, group members will feel their input is valued and their ideas are heard.

Ideas can't be heard, though, if the leader doesn't know how to listen. LET relies heavily on the skill of **Active Listening** to reflect back the meanings and feelings of each group member, with the goal of proving the leader's understanding of another's message. It also shows how to identify and avoid **The 12 Roadblocks** that can cut off effective communication between the leader and the group.

When conflict happens, **Confrontive I-Messages** and **Shifting Gears** provide an easy-to-follow approach for clearly communicating concerns. These messages set the stage for the six-step collaborative win-win problem-solving process called **Method III.** LET even helps employees cope with teammates whose values and beliefs may differ from their own through nine **Values Collision** options.

Of course, there are times when leaders must make decisions unilaterally, without input from (or even despite input from) the group. These decision-making strategies, called **Method I** and **Method II**, are only to be used in certain types of situations. Discerning between when to use Methods I, II, and III is a significant component of the LET model.

Finally, participants will learn that the same I-Message techniques used to resolve conflict can also be used to show appreciation for, and give guidance to, other teammates on a daily basis.

These skills, along with many others presented in LET, give employees at all levels the confidence to not just speak the language of leadership, but to practice it as well.

Leadership Development

After participation in an L.E.T. workshop, it is expected that students have the ability to:

1. Determine who "owns the problem" in a given situation.
2. Identify the 12 Roadblocks to Communication.
3. Distinguish between Roadblocks and Active Listening.
4. Avoid the Roadblocks that cause most helping attempts to fail.
5. Recognize when team members need your help as a skilled listener.
6. Use silence, acknowledgments and door-openers to help another person with a problem.
7. Active Listen to hear another's feelings.
8. Active Listen to clarify information.
9. Distinguish between Acceptable and Unacceptable Behavior.
10. Determine what to do when another's behavior is interfering with you meeting your needs.
11. Develop a three-part Confrontive I-Message.
12. Confront another's unacceptable behavior with an I-Message.
13. Shift gears between I-Messages and Active Listening when appropriate.
14. Acknowledge others' efforts with Appreciative I-Messages.
15. Prevent problems and conflicts using Preventive I-Messages.
16. Recognize conflict situations.
17. Distinguish between Conflicts-of-Needs and Values Collisions.
18. Avoid the use of Method I.
19. Avoid the use of Method II.
20. Set the stage for Method III Conflict Resolution.
21. Use Method III to resolve a conflict you have with another person.
22. Use Method III to mediate a conflict between others.
23. Handle Values Collisions.
24. Use the Principle of Participation when there's an issue or problem involving team members.

This training is designed to be delivered over a 24 hr period.   Training topics include:

1. Introduction to Leader Effectiveness Training (L.E.T.)   4 hrs
2. Active Listening Skills Development
          including demonstration and roll play   4 hrs
3. Influencing Others to Change Behaviors
          including demonstration and roll play   4 hrs
4. Resolving Conflicts
          including demonstration and roll play   4 hrs
5. Handling Values Collisions
          including demonstration and roll play   4 hrs
6. Increasing Productive Work time
          including demonstration and roll play   4 hrs

Total Hours of Instruction   **24 hrs**

L.E.T. Application / Skills Mastery & Deployment
Onsite – 1 Days, 8 Hours

Training Description:

The L.E.T. Skills Mastery & Deployment Workshop is designed to be a follow up session for graduates of the Leadership Effectiveness Workshop. L.E.T. needs to be applied and practiced as soon as possible so as to reinforce what was learned and to maximize the potential impact of getting to the root cause and permanently resolving costly communication problems within value streams. This is an opportunity for company management to determine the critical skills, tasks, metrics, measures and priorities as they relate to the future deployment of the problem solving and communication methodology.

Training Objective:

Practice and reinforce the skills and tools such as creative/divergent thinking, consensus decision making for convergent thinking, data collection and analysis. Use these tools for planning actions and demonstrate the new skills in their workplace; ask questions, receive personalized feedback to develop model root cause solutions to actual workplace problems.

1. Get your people to work with you, not just for you
2. Identify problems and determine which skill to use to solve them
3. Resolve conflicts between the needs of individuals and the organization
4. Get your group to work as a team; move from talk to action
5. Bypass the pitfalls of either domination or permissiveness by using a proven alternative method
6. Build and maintain open communication with team members
7. Listen with empathy so that others feel understood
8. Get your own needs satisfied

Skill Attainment:

1. Increased productivity because team members are more motivated and committed when they are encouraged to participate
2. Reduced stress because problems and conflicts are faced and solved instead of ignored, avoided, or mishandled
3. Higher creativity, better decisions, more flexibility and resilience because people work in teams more effectively
4. Less time spent overcoming resistance, refereeing arguments and overseeing people, freeing up time for thinking, planning, and truly leading
5. Less absenteeism and turnover because people enjoy coming to work more

These skills are transferable within the company, industry and are highly desirable by any manufacturer.