



Leadership Development Training

Online or onsite: 13 sessions for 58 hours total; optimum class size 10 -12 students

Training Overview and Description:

By investing in the development of leaders, manufacturing companies can build a strong leadership pipeline, improve operational performance, and drive overall business success. Leadership Development Training combines elements of Leadership, Team Building, and Communication Skills. The training is designed to provide awareness and education through classroom instruction, reading assignments and hands on activities. Tools and concepts are taught, discussed and practiced and become part of a Leader's toolbox to be applied to day-to-day workplace interactions. The program uses the book "**ADKAR, A Model for Change in Business, Government and Our Community**" by Jeffrey M Hiatt. ADKAR talks about how to successfully implement change by considering its five elements- Awareness, Desire, Knowledge, Ability and Reinforcement. All these elements come into play when you are looking to change behavior, create the desire to change, manage change and sustain change within your workplace culture. Program exercises focus on the transfer of knowledge and successful implementation of the training that will have immediate and long-term impact on the employee/students and their companies. Emphasis is given to problem solving, team building and conflict resolution. Leadership Development training is designed for managers, work leaders, and supervisors who coordinate activities and who are responsible for production workers, inspectors, machine setters, assemblers, fabricators, and maintenance in manufacturing environments. The trainees discover that associates and supervisors require an improved understanding of human behavior, relationships, and effective communication to meet company objectives. The students will learn to understand that leadership and supervision is a team-based activity that follows a process.

Training Format and Delivery:

Each topic is presented as PowerPoint slides, video, reading activities, and interactive presentations between instructor and class. On the spot exercises are also part of each class.

Training Courses:

Overall, investing in the development of leadership skills in managers/work leaders/supervisors yields significant returns in terms of employee engagement, team performance, retention, customer satisfaction, innovation, and organizational effectiveness.

- 1. Overview of Leadership Training and Personal Leadership Expectations (4.5 hrs):** What does your manager, leader or supervisor expect you to gain from this course? What do you as a manager, work leader, or supervisor expect to gain from the course? Elements of Success, Transitioning to New Role, Earning Respect, Relating to Managers and Employees, General Expectations, Plan for Success.



- 2. Understanding and Documenting Expectations of Direct Reports (4.5 hrs):** By implementing regular feedback mechanisms and performance reviews to provide constructive feedback to direct reports on their performance, the manager/work leader/supervisor helps identify areas for improvement and development opportunities. Employee expectations- general expectations, safety, training, productivity, and quality expectations. Earning respect, Trust, Employee success within the company. Earning and measuring success. Employee Success Plan. On the spot exercises. SMART goal process explained, Questionnaire to develop SMART goals, SMART goals identified.
- 3. Communications and Relationships (4.5 hrs):** Leadership development helps managers/work leaders/supervisors improve their communication skills, enabling them to convey information clearly, listen actively to their team members, and foster open and transparent communication within the team. Topics: Effective Communication, Identifying and Overcoming Barriers, Attitude, Using Humor, Treating Everyone Equally, Conflict Resolution, How People Learn, Creating Positive Relationships at Work.
- 4. Motivation and Delegation (4.5 hrs):** Managers/work leaders/supervisors play a crucial role in employee engagement. When managers and leaders possess strong leadership skills, they can effectively motivate, support, and recognize their team members, leading to higher levels of employee engagement and satisfaction. Topics: Motivation: How is it defined? What Motivates Your Staff? Positive Feedback, Corrective Feedback, Giving Recognition, Employee Reviews and Performance Evaluations, Level of Need, How to Motivate, When to Train, Discipline, Consequences, Accountability, Ways to Motivate, Delegation, When and Who to Delegate, Things You Can't Delegate.
- 5. Introduction to Unconscious Bias; Effective Coaching (4 hrs):** Taught by Associated Industries of Massachusetts (AIM). Unconscious Bias - This interactive program respectfully explores sensitive, useful, and important information for any manager/work leader/supervisor who has employees from different cultural or generational backgrounds. It goes beyond the cliché of 'understanding' differences and offers realistic tips for effectively leveraging unique differences among employees to boost morale, engagement, and the bottom line. Effective Coaching - The role of any supervisor includes helping their team grow as competent individuals in their current jobs. The organization has provided you with a resource (your people) and expects you to maximize that resource. This includes how we direct, coach, support, delegate, provide feedback, and constructively criticize. This session focuses on providing these skills and applying them based on the employee and the situation.
- 6. 8 7 6 Method for On-boarding New Employees (4.5 hrs):** Welcoming New Employees to the Company. 8-7-6-Method, What Happens in the First 8 Hours (company overview, policies, values, why you were hired), the First 7 Days (More detail as to how a new employee is familiarized with new workplace, processes, tools, safety, time sheets, housekeeping), and the First 6 Weeks (What



takes place to get the new employee up to speed and productive-training, expectations, quality, procedures).

- 7. Team Building - Session 1 (4.5 hrs):** Effective managers/work leaders/supervisors can inspire their teams to perform at their best. By setting clear goals, providing direction, and offering support, managers/work leaders/supervisors with strong leadership skills can drive higher levels of team performance and productivity. Topics: Approaches to Team Building, Communication, Connecting to Employees, Skills Needed, Organization and Structure, Team Building Exercises, What is a Successful Team?
- 8. Team Building - Session 2 (4.5 hrs):** Why Change Doesn't Stick, Implementing Change, Teams and Tools for Success, Vision, Mission, Strategic Objective, Effective Meetings, Consensus.
- 9. State and Federal Labor Laws (4 hrs):** Taught by Associated Industries of Massachusetts (AIM). In this class, students will review the basics of primary federal and state employment laws, discuss how these laws relate to your day-to-day duties as a manager or supervisor, recognize situations that pose a legal risk to the organization, describe how your perceptions, attitudes and opinions impact decision making, and explain your responsibility for minimizing risk by responding promptly and appropriately to prevent workplace discrimination and harassment.
- 10. Skills Matrix for Direct Report Employees (6 hrs):** What is a Skills Matrix, Identifying Skill Level, Establishing Interest, Reviewing Benefits, Developing Assessments, Exercises, where to begin? Develop Matrix, Identify Needed Skills, Identify Skill Level, Document Results, Exercises, Using SMART Goals Tool for Skill Matrix, Improve Process.
- 11. Introduction to Developing Your People; Corrective Action (4 hrs):** Taught by AIM. Introduction to Developing Your People - Create an inventory of your team's strengths and improve on their areas of opportunity, discover how to address problems associated with underperforming staff effectively, explore approach to handle unexpected turnover of your best performers, review best practices on how to develop, coach, and support your employees, describe the difference between coaching and training, and when to use each, review how to identify sources of possible performance issues and corrective action strategies for each, identify steps to conduct a corrective action discussion, examine steps to conducting an effective performance appraisal. Corrective Action - Build confidence to handle performance issues and before they get out of hand Documenting employee issues is key to avoiding company risk or liability. Properly documented workplace incidents and investigations will help support a company with consistency, legal complaints, unemployment claims, etc. A primary focus will be to Identify strategies to document performance issues as they occur and to help protect the company from legal risks.
- 12. Introduction to Emotional Intelligence; Managing Conflict (4 hrs):** Taught by AIM. Introduction to Emotional Intelligence - Successful, self-aware employees understand the powerful link between intellect, education, experience, and emotional intelligence (EQ). They leverage their



rational and emotional brains to bring out the best in others and themselves. This program explores the concept of emotional intelligence in personal and interactive ways. Participants will develop a heightened awareness of their preferred approach to their role. Situational leadership – an ability to flex personal style and emotions to fit a situation – is a key focus. When a company values and reinforces thoughtful, self-aware, and respectful teamwork, strong results follow. Managing Conflict - Have you ever thought, “My life would be so much easier if I didn’t have to deal with people!” That’s the way it feels some days, or maybe every day. This session looks at conflicts and problems in the workplace. There are differences between a conflict and a problem and they require different approaches. We all have our go-to reaction to conflict that doesn’t always serve us well. This session focuses on expanding our reactions to conflict, developing strategies to deal with the issues that take us out of our comfort zone, and increasing our managerial versatility. We’ll also look at formal problem-solving strategies and how to apply them.

- 13. Standard Work Training (4.5 hrs):** “No Standard, No Problem?”, Components of Standardized Work- Space-Time-Technology, Stability of Resources, Structure of Standardized Work, What Should be the Standard? Culture, Four Elements- Content-Sequence-Timing-Expected Outcome, Exercises, Identify Areas in need of Improvement, Exercise-Implementing Standard Work. Foundation of Continuous Improvement. Impact of Standard Work.