

BUILDING HIGH
PERFORMING TEAMS

VISIONARY
LEADERSHIP

COACHING FOR
PERFORMANCE

ENGAGING
LEADERSHIP

THE
LEADERSHIP
DEVELOPMENT
PROCESS™



A RESULTS-DRIVEN APPROACH

After over 30 years of research and working with leaders in hundreds of organizations, Intégro Leadership Institute has distilled the complex role of leadership down to four basic skills. They are:

1. Build Trust.

Trust is a feeling you have towards another person. Exceptional leaders have developed the ability to emotionally connect with everyone on their team – regardless of their age, gender, ethnicity, experience, qualifications, level of intelligence, years of service or behavioral style. Everyone on the team feels comfortable communicating with them, and being open with them about their dreams, their fears and what they believe needs to be done to improve performance. This skill requires a very high level of interpersonal flexibility and emotional intelligence.

2. Mentoring – Coaching for Performance.

The ability to sit down with a team member and have an open, honest discussion about their performance is an essential leadership skill. But it won't happen until there is a high level of trust and mutual respect – the first skill is a prerequisite. Not just having the skill – having implemented it with each and every team member. The application of this skill guides the team member to establishing their own goals and action plans for delivering exceptional value to both external and internal customers.

3. Inspire Commitment and Passion.

Employee passion is the number one driver of “value creation”. Passionate employees inspire passion in customers. Passionate customers not only keep coming back, they insist that their friends and family do business with you as well. One of the most important things a leader can do is to inspire employees to be passionate about their work, and about the organization. Only then will they deliver value your competitors can't match.



4. Build Winning Teams.

The ultimate achievement for an exceptional leader is to make themselves redundant – to build a team that takes ownership of their own performance and is totally committed to delivering exceptional value every day. Whilst the team may achieve high levels of performance individually and collectively, the need for a leader to provide inspiration, guidance and mentoring typically does not go away.

What some leadership programs attempt to do is teach these skills in one session – whether that be a keynote speech of 90 minutes or a five-day intensive leadership retreat. The reality is each of these skills needs to be applied before they are really learned. The uniqueness of Intégro's approach is to focus on developing one skill at a time and requiring leaders to apply that skill in the workplace.

Any attempt to speed up the process to a point where leaders do not actually develop the skills will result in a failure to produce the ultimate outcome – customers receiving value that your competitors cannot match. So while the four basic leadership skills needed to build high performing teams that deliver value look simple – each skill is quite complex to master, and must be mastered before the leader can progress to developing the next skill.



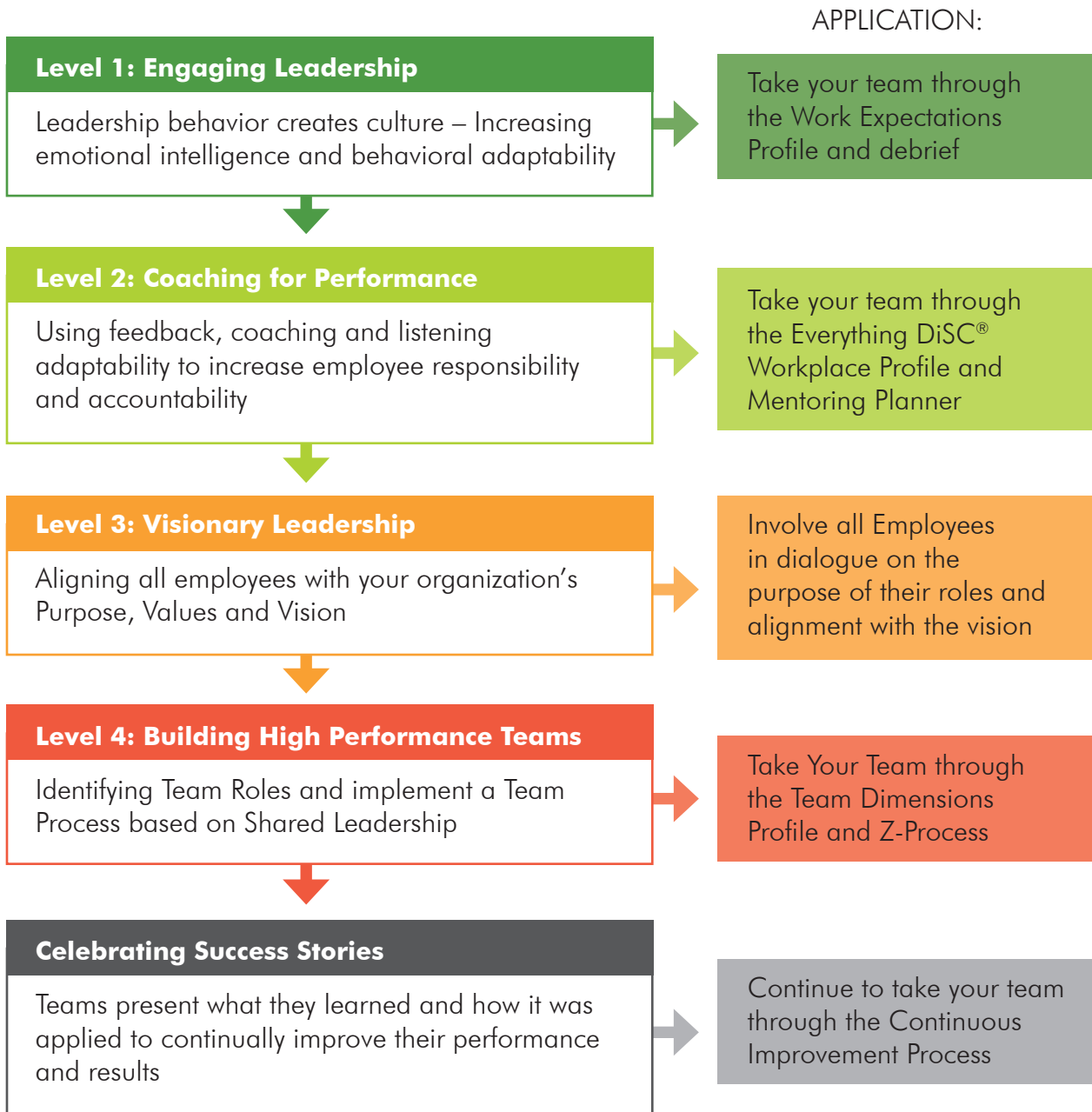
INCREASING CUSTOMER LOYALTY AND PASSION

Intégro's approach to leadership development focuses on customer loyalty, and loyalty is what binds a customer to a company. Customer loyalty is also the key to referral business, which sustains not just small organizations but large ones too.

1. **It is a process not an event.** Intégro's **Leadership Process** consists of four levels of leadership development designed to be run over approximately 15 to 18 months.
2. **The appropriate use of learning instruments.** In addition to Intégro's **Flexibility and Trust Survey**, we have included a number of learning instruments developed by Inscape Publishing, Inc to provide leaders with feedback about different aspects of their behavior. Each new layer of **self-awareness** contributes to an ongoing increase in **emotional intelligence**.
3. **Application in the workplace is required.** After each session there are specific application assignments leaders complete with their teams. The focus of these assignments is on the employee... increasing their engagement and commitment, and focusing them on delivering value to the customer that your competitors can't match.
4. **One-on-one coaching.** Follow-up coaching for each leader is provided after each session, with a focus on supporting leaders in achieving their own personal development goals, as well as coaching them through the implementation of the assignments with their teams.
5. **The Leadership Development Journal.** During each session leaders receive a journal that outlines their individual and team action steps and provides the opportunity for them to document progress made for debriefing in their one-on-one coaching sessions.

THE LEADERSHIP DEVELOPMENT PROCESS™

A total of four two-day and one one-day levels, typically held over 15 to 18 months – leaders apply learning with employees after each module.



LEVEL ONE – Engaging Leadership (2 days)

BENEFITS

DAY ONE

- Leaders learn how to create an environment where employees want to and can perform at their best.
- Leaders get feedback about their behavioral style based on the DiSC Behavioral Model and how their expectations impact the work environment they create.
- Leaders learn **emotional competencies** of **Self-Awareness, Self-Management, Social Awareness** and **Relationship Management**.
- Leaders learn four key **People Skills**:
 - **Build Trust**
 - **Solve Problems**
 - **Facilitate Change**
 - **Satisfy Needs**

DAY TWO

- Leaders identify their own **expectations** and the impact they have on the environment they create.
- Leaders learn how to coach their employees to take responsibility for their own expectations.
- Leaders learn to increase their own behavioral adaptability.

FOLLOW-UP APPLICATION

CONTENT

THE IMPACT OF BEHAVIOR

- Managing the **environment** not people. Understanding the impact of behavior on the environment.
- **Personal Responsibility**... how to get employees to take ownership of their own performance.
- **The Elements of Trust™** – four behaviors that are essential to building trust.
- **Debriefing the Everything DiSC® 363 for Leaders** profiles – 360 degree feedback with three development strategies.
- **Behavioral Adaptability**... learning to adapt leadership behavior to create a more engaging work environment.
- The relationship between **Trust** and the **DiSC® Model**... building trust with people who are different from you.
- Interpersonal Flexibility – feedback from the **Flexibility and Trust Survey**, part one.

INCREASING IMPACT

- **Values that Build Trust** and your trust-building skills – feedback from the **Flexibility and Trust Survey**, part two.
- Understanding the impact that employee **expectations** have on **performance, commitment** and **job satisfaction**.
- Using the **Work Expectations Profile** to measure the leader's and employee's expectations, and whether they are **met** or **not met**.
- Using the **Work Expectations Profile** to improve communication between managers and employees and to increase trust.
- Developing Action Plans for creating a **work environment** that will **bring out the best** in the team.

- Take all team members through the **Work Expectations Profile**.
- Use the process provided to clarify employee expectations and respond appropriately.

LEVEL TWO – Coaching for Performance (2 days)

BENEFITS

DAY ONE

- Leaders learn the skills necessary for turning ordinary people into talented performers.
- Leaders learn to develop higher levels of **trust**... a key ingredient for increased employee commitment.
- Leaders learn to increase their communication skills by developing greater **listening adaptability**.
- Leaders learn to give feedback constructively and to be more receptive to feedback from employees.

DAY TWO

- Leaders learn the listening skills necessary for effective coaching and counseling.
- Leaders improve their skills in **People Problem Solving** and **Facilitating Change**.
- Leaders prepare a real life case study for coaching a team member to improve performance.

FOLLOW-UP APPLICATION

CONTENT

PEOPLE SKILLS

- The manager's role as a **Mentor**.
- Understanding the key skills of a **mentor**... **giving and receiving feedback, coaching** and **counseling**.
- The need for adaptability in communication and listening... completion of the **Personal Listening Profile**®.
- Practice listening adaptability.
- Identifying the **listening approaches** needed in **coaching** and **counseling**.
- Adapting behavioral style to coach and mentor different types of people – feedback from the **Everything DiSC**® **Management Profile**.

COACHING AND MENTORING

- Giving and receiving feedback... key skills for coaching and counseling.
- The key to effective coaching... getting **agreement** that there is a need to improve performance, and a **commitment** to act.
- Using the **Everything DiSC**® **Management Interaction Guide** to motivate and develop different behavioral styles.
- Preparation for implementation at work.. using the **Mentoring Action Planner**™ with each team member.
- Take all team members through the **Everything DiSC**® **Workplace Profile** to improve communication and trust in the team.
- Complete the **Mentoring Action Planner**™ with each team member to improve relationships and results.

LEVEL THREE – Visionary Leadership (2 days)

BENEFITS

DAY ONE

- Leaders learn how to identify factors that affect the engagement levels of each employee.
- Leaders learn how to improve their own **performance under pressure**.
- Leaders identify factors that are detrimental to their team's performance due to unnecessary pressure.
- Leaders learn how to improve team performance by increasing team **coping skills**.

DAY TWO

- Leaders gain greater commitment to the organization's **Purpose** and **Values**.
- Leaders take their mentoring skills of **giving and receiving feedback, counseling and coaching** to another level.
- Leaders learn how to create an environment that motivates all employees to perform at their best
- Leaders gain increased knowledge about people who are different.
- Leaders learn to use the **Valuing Differences Process** for improving relationships with people who are different

FOLLOW-UP APPLICATION

CONTENT

ENGAGEMENT AND PERFORMANCE

- Understanding the attitudes toward self and others that impact on a leader's ability to deal with people who are different.
- Introducing the **Values That Build Trust Pocket Guides**.
- Performing under pressure... four coping skills necessary to becoming a **high performing team**.
- Measuring the **coping skills** necessary for performing under pressure with the **Coping and Stress Profile®**.
- Increasing team performance under pressure by improving the team's **Coping Skills**.

BEYOND ENGAGEMENT TO COMMITMENT AND PASSION

- Helping employees determine the **purpose** of their role... rather than just their **job description** or **activities**, and to see how it connects with the organization's **Purpose** and **Values**.
- Establishing **performance** and **development goals** in partnership with team members.
- Identifying barriers to developing a committed and engaged team.
- Using the **Mentoring Guide™** and the **Valuing Differences Process** to further develop **mentoring and coaching skills**.
- Application – preparing Action Plans for implementation with the team.

- Take team members through the **Coping and Stress Profile®** to increase team coping skills.
- Use the **Mentoring Guide™** with team members to apply the **Valuing Differences Process**.
- Work with each team member to determine the purpose of their role and how it aligns with the organization's **Purpose** and **Values**.

LEVEL FOUR – Building High Performance Teams (2 days)

BENEFITS

DAY ONE

- Leaders identify their own natural approach to achieving results when working with a group.
- Leaders learn how to take their teams through each step in the **Z-Process** to turn ideas into achievable outcomes.
- Leaders learn how to map the **Team Roles** of their team members to identify where the team may get **stuck** in the **Z-Process**.

DAY TWO

- Leaders identify what their own **focus of attention** is, and also what does not get their attention.
- Leaders learn to use the three steps of the **leadership process** to encourage **acts of leadership** from members of the team.
- Leaders learn to identify the leadership strengths of each member of their team and how to maximize their leadership contribution.
- Leaders learn how to empower the team to take full responsibility for continuously improving their performance.

FOLLOW-UP APPLICATION

CONTENT

CREATING A HIGH PERFORMING TEAM

- **Types of Teams**... what kind of team do you have and what do you want it to be?
- The characteristics of a **high performing team**.
- Focusing on the **team performance challenge**... teamwork is the means, not the end.
- Identifying **Team Talents** using the **Team Dimensions Profile**.
- Understanding the strengths of different **team roles**, what they contribute to the team process, and how to combine them to increase team effectiveness.
- Using the **Z-Process** to increase innovation, and to be more adaptable in dealing with unplanned change.
- Preparing for taking team members through the **Team Dimensions Profile**.
- Application... learning to use the **Z-Process** with your team to develop a team **vision** and **goals**, and turn them into action plans.

SHARED LEADERSHIP

- Accepting that leadership means different things to different people... that people follow those whom they see to be performing **acts of leadership**, whether or not they have a leadership role.
- The **leadership process**... three steps to performing an **act of leadership**.
- How to increase performance with **shared leadership** by the team taking ownership of continuous improvement.
- The role of the manager in a **shared leadership** environment... being a resource to the team.

- Take team members through the **Team Dimensions Profile** and introduce them to the **Z-Process**.
- Use the **Z-Process** to establish a team **vision** and **goals**.
- Look for opportunities to run the **Z-Process** with the team to solve problems, or develop more innovative processes or products.
- Introduce team members to the **shared leadership** model, and different **focuses of attention**.

REINFORCEMENT AND CELEBRATION (1 day)

The purpose of this final session of the Leadership Development Process is two-fold:

1. To revisit the key learning points in each level as a reminder to continue to apply the knowledge, skills and tools learned, and...
2. To present examples of how the material was applied in the workplace and results that were achieved – share your success stories.

Members of the senior executive team are invited to attend to hear first-hand what their leaders have achieved and offer their appreciation for the contributions they have made to the organization.

| THE KEY CONCEPTS COVERED IN EACH LEVEL ARE: | |
|---|---|
| <p>Level 1: Building Trust</p> | <ul style="list-style-type: none"> • Personal Responsibility – the Other-Directed/Self-Directed Model • What Kind of Leader Are You? • The Elements of Trust™ • DiSC® Dimensions of Behavior and the DiSC® profile • The Work Expectations Profile |
| <p>Level 2: Coaching for Performance</p> | <ul style="list-style-type: none"> • The Manager as Mentor • Listening Adaptability and the Personal Listening Profile • Giving and Receiving Feedback • Coaching and Counseling |
| <p>Level 3: Visionary Leadership</p> | <ul style="list-style-type: none"> • Acceptance of Self and Others – the four Life Positions • The Valuing Differences Process: Knowledge, Understanding, Acceptance and Behavioral Skills • Increasing Coping Skills with the Coping and Stress Profile • Creating a sense of meaning through purpose • Your organization's Values |
| <p>Level 4: Building High Performance Teams</p> | <ul style="list-style-type: none"> • Types of Teams and the Team Performance Challenge • Team Talents and the Team Dimensions Profile • Using the Z-Process to create a High Performing Team • The Leadership Process... Performing Acts of Leadership • Continuous Improvement through Shared Leadership |




ABOUT INTÉGRO LEADERSHIP INSTITUTE

Intégro Leadership Institute is a leadership development consulting firm, providing solutions for an international array of organizations ranging from Fortune Global 500 companies to government institutions and not-for-profits.

Through decades of experience, research, and analysis, Intégro has developed a range of programs, models, surveys, and analytical frameworks that help organizations transform the performance of leaders and employees at all levels.

Intégro engages with clients in a variety of ways, from intensive fast-track leadership development modules over a number of days to long-term coaching and development partnerships, many of which have thrived for more than 10 years.

In all of its work, Intégro consistently operates from the premise that trust is the foundation of all successful working relationships, and that a team of passionate employees will always deliver superior results.



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