



WORKSHOP TOPICS

**Voltage Leadership
Consulting**

Voltage Leadership Consulting Workshop Topics

DISC	2
Strengthfinders	2
Discovering Your Preferred Work Style	2
Delegating With Clarity and Engaging Commitment	3
Time Design	4
Designing Communication For Effective Delivery	4
Defining, Achieving, and Maintaining Success	5
Using Structural Tension To Identify And Overcome Obstacles	5
Dynamic Tension And The Stages Of Change	6
Learn It. Do It. Teach It.	6
Teaching Different Types of Learning Styles	6
Designing And Delivering Your Message To Multiple Audiences	7
Creating A Thinking Environment For More Effective Meetings	7
The Art of Asking Great Questions	8
Valuing Others: Getting Outside The Box	8
After Action Reviews: Creating Standards for Continuous Improvement	9
Team Building / Lessons in Leading Others	9
Coaching Others To Peak Performance: Giving and Receiving Feedback	10
The Wheel Of Trust	10
Empowering Yourself And Others	10
Cuing Up And Directing Change	11
Developing Great Leadership Habits	11
Calculating Your Potential	12
Communication For Challenging Situations	12
Leadership Manners: Do's And Don'ts	12
The Art of Appreciation	13
Motivating & Engaging Talent	13
Setting & Driving Powerful Goals	13

DISC

You will complete a DISC assessment and bring the report to your first group session. This 25-page report will give you an understanding of your behavioral styles. Additionally, the report suggests ways you can develop in specific areas in order to gain higher levels of effectiveness when working with your team and others. This assessment can also provide a window of understanding for the leaders you report to, creating a clearer understanding of your perspective and communication style.

You will experience the Voltage Obstacle Course during this course of study, wherein you will find ways to improve your communication and project management skills.

You will also learn:

- Which of the four styles: Driver, Influencer, Supporter, or Calculator, you tend to use when interacting with others.
- Which of the four styles other participants prefer to use when interacting with others.
- How to use this knowledge to increase your awareness of giving and receiving feedback.
- How to use your understanding of the DISC behavioral style model to communicate change initiatives, and motivate and engage your peers and team members.
- Increase your self-knowledge: how you respond to conflict, what motivates you, what causes you stress and how you solve problems
- Learn how to adapt your own style in order to get along better with others
- Foster constructive and creative group interactions
- Facilitate better teamwork and minimize team conflict
- Manage more effectively by understanding the dispositions and priorities of different team members

STRENGTHFINDERS

You will complete a StrengthFinders assessment, which will outline your top 5 strengths. Within the report you will receive an action-planning guide, which will allow you to map a plan to develop each of your strengths. You will learn to use this information, throughout the course of study, to better focus your time and efforts to utilize and develop those strengths.

DISCOVERING YOUR PREFERRED WORK STYLE

You will complete a Team Work Cycle assessment that will help to better understand which of the 4 phases and 8 roles of a project cycle you prefer to work

within. Ideally, teamwork proceeds sequentially from initiation to ideation, elaboration, and completion. But research shows that teams often diffuse their efforts by spending more time on work they prefer to do, often skipping essential phases.

You will be given a timed, management challenge that will assist you in a tangible example of how to execute the 4 phases of the Team Work Cycle. By discovering your strengths, you will learn which area of a project you add the most value, and how to support and enable others to operate in their strength zones.

Some of your learning outcomes will include:

- Identify preferred individual and team roles and work phases
- Learn how to deliberately cultivate the missing team roles and work phases
- Discover how to resolve team roles that conflict
- Explore the strengths and weaknesses of teams that are “stuck” in various teamwork/team role combinations

DELEGATING WITH CLARITY AND ENGAGING COMMITMENT

Commitment Based Management was first introduced as an innovative management practice in the 1980’s with the work of Fernando Flores (UC Berkeley) and Terry Winograd (Stanford) and is a highly effective delegation principle and practice. They described a “conversation for action” where two parties make an explicit agreement to deliver a specific outcome by a certain date. The core idea was that the performer was required to negotiate a specific commitment, leading to more buy-in from all parties to meet the commitment and, therefore, better results and a more collaborative environment. The process of a virtuous conversation between the requester and the performer was defined in three stages: negotiation, delivery, and assessment.

In this module you will have the opportunity to:

- Learn the 4 phases of Commitment Management cycle
- Develop the skills to properly manage each phase of the Commitment Management cycle
- Explore how to negotiate commitments
- Practice properly delegating and assigning projects to peers and team members
- Understand how to manage commitments when natural breakdowns occur
- Manage conversations throughout a commitment cycle

TIME DESIGN

This practical, interactive, learning module on time management will teach you how to design your time for the highest levels of personal and team productivity and effectiveness.

The learning objectives are:

- How to use the Voltage Time Plate to manage desired outcomes for the day, week, month and year
- Determine your peak times of effectiveness throughout your day, and then apply this information to increase your productivity and execute difficult tasks
- Identify key strategies to eliminating distractions in order to hyper focus
- Determine which things you should start doing and which ones you should stop doing
- How to use Power Sessions to triple your productivity
- Effective calendaring: assigning tasks to time in order to better manage commitments
- Managing your calendars for optimal use of time, energy and resources

DESIGNING COMMUNICATION FOR EFFECTIVE DELIVERY

In our multi-channel world of communication, designing a message that will be heard by different team members, at different times, in different ways, and through completely different channels can be challenging. More importantly, the time you have, face-to-face, in front of a group, your team, or other audience can be limited. This learning session will teach you how to decide which channel is best for which type of message. You'll discover how to choose when to deliver a message via email, voice mail, one-on-one meeting, group meeting, text, etc. Smart decisions about how to deliver your message enables you to have best impact, and get the result you were after in the first place. This module covers how to structure your message, strategies for delivering it in ways that connect with your audience, and how to cascade communication to achieve your desired outcome.

You will learn how to:

- Select the right communication channel for each of your messages
- Design the messages for each of the channels with the highest impact
- Create your message for its highest impact in a one-on-one conversation or group setting
- Interact with your audience effectively and authentically using delivery techniques that truly connect

DEFINING, ACHIEVING, AND MAINTAINING SUCCESS

Defining, achieving, and maintaining success requires 3 completely different skills sets. First, you must clearly define your vision, or develop one for your division or team, based on your organization's overall vision. Then, you must communicate clearly, and effectively engage others in ways that connect and motivate them to achieve that vision. Finally, maintaining success requires a discipline of excellence, and a consistent focus on the vision the team shares.

In this module you will:

- Be given tools and practices that help you define and then design your vision
- Develop communication methods, personal practices, and team tools that engage and motivate your team towards the vision
- Learn methods for creating habits that keep you and your team in the success zone

USING STRUCTURAL TENSION TO IDENTIFY AND OVERCOME OBSTACLES

Structural tension is the distance between the current reality (what you have now), and the vision for the future (the results you want to create). Imagine a rubber band stretched tightly between two diverse points: one is your current reality, the other is the desired future. That rubber band can just sit there, stretched between those two points, in which case we are simply maintaining our current reality. The rubber band can also be used to propel us forward: if we release one side of the rubber band and aim well we can use the momentum to send us forward to our desired outcomes. Structural tension is created by the obstacles you have to overcome in order to reach your vision. Preparing for the tension that is inevitable in a change process, and learning to manage yourself and others through it can be the difference between success and failure.

In this learning module you find:

- The different types of structural tension and how to manage them
- How to prepare for the obstacles you will encounter
- Tools and practices for building collaboration to move through obstacles
- Methods for dealing with team members that are not supporting a change effort
- How to develop the skills, resources and behaviors necessary to achieve your desired outcomes

DYNAMIC TENSION AND THE STAGES OF CHANGE

Building from the module entitled "Using Structural Tension to Identify and Overcome Obstacles," you'll learn the 6 stages of change and the 9 support systems. When you understand each stage of change you and your team will go through, and have learned the structural tension model, you can then begin to select the types of support that best propel you and your team forward through any change cycle.

You'll learn:

- What the 6 stages of change are and how we move through those stages
- What the 9 support systems for change are and which ones are best for each stage
- How to identify the stage of change you and your team members are in currently
- How to move or support yourself and team members through each stage
- How to identify when you or someone on your team is not going to change
- Ways to motivate and engage yourself and your team in the change process

LEARN IT. DO IT. TEACH IT.

This process is for participants who have completed modules in previous Voltage courses and now want to train and support their teams in the tools and practices they have learned. You'll learn the tools and practices while in group sessions, and be asked to complete interactive exercises during those sessions. You'll then be asked to teach what you learned to others. Additionally, you will learn the best methods for delivering your message in ways that engage others.

In this process you will learn how to:

- Retain 80% more information than if you didn't use this method
- Discover ways for training others that effectively engaged them with the content
- Apply the tools, practices, and methods that you are learning through the Voltage courses

TEACHING DIFFERENT TYPES OF LEARNING STYLES

To be effective at teaching, training or motivating others through change, you need to understand how people learn and retain information. Some people learn by listening, others by watching and still others by writing down information or

physically interacting with the material in some way. To effectively reach each member on your team, you need to identify which type of learner and they are and adjust your methods to communicate your message or lesson in a way that will engage and connect with them. In this module you will learn:

- How to identify someone's learning style
- How to design your messages/trainings/employee coaching sessions in a way that engages and connects with someone's learning style
- How to create presentations in a way that connects with each of the different types of learning styles

DESIGNING AND DELIVERING YOUR MESSAGE TO MULTIPLE AUDIENCES

Many times, leaders, speakers, and messengers of any type focus solely on what they need to communicate rather than WHO they are communicating with. Determining who your audience really is, and how to influence them, is the key to successful delivery.

In this session you will learn:

- How to select the "real" audience with whom you are interacting or speaking
- Ways to research your audience, whether that is one person, one hundred, or a thousand
- Practices that allow you to be intentional in your delivery
- Tools to craft your strategy and deliver your message to any audience

CREATING A THINKING ENVIRONMENT FOR MORE EFFECTIVE MEETINGS

Nancy Kline's book, *The Thinking Environment* delivers the results of years of research, and teaches us how to create the best possible environment for optimal thinking. With these methods you will learn how to conduct meetings in ways that create mutual understanding, collaboration, engagement and effective commitment management.

You'll find out:

- What rounding is and how to use it to engage all members of a meeting
- How to encourage and maintain asset based thinking
- How to tap into each person's highest level thinking
- Ways to stay on time and on track during meetings

THE ART OF ASKING GREAT QUESTIONS

The best leaders don't have all the answers. The skill great leaders have is the ability to ask great questions. To engage others in change, the right questions at the right time, delivered in an appropriate way, can encourage an environment of innovation and motivation.

In this session you'll discover:

- What types of questions to ask when you or someone else is stuck
- The types of questions that motivate and engage others in a vision or project
- Key questions that move you and your team quickly toward solution-based thinking
- Tools for finding the right questions to ask in any situation

VALUING OTHERS: GETTING OUTSIDE THE BOX

Based on the research and findings of the book *The Anatomy of Peace, Resolving the Heart of Conflict*, we've learned that "If we think about it, we cannot make people change; we can only invite them to change. They decide, in the end, whether they accept the invitation." – The Arbinger Institute. In order to invite change, helping things go right is the biggest part of the work, and that's where we need to spend most of our time and energy. Additionally, we see ourselves and others through different lenses. We tend to judge ourselves by our intentions, and others by their actions. We are able, through our self-talk and with our self-understanding, to account for the actions or lack of action we take. When it comes to others, however, we evaluate actions, not intentions, and typically have difficulty accounting for their behavior, so we judge. Intentionally moving from a position of judgment to a position of relationship with others is the key learning of this module. This material is highly impactful, and takes a great deal of commitment and engagement on the part of team members. It teaches in powerful way that each person: team member, customer, supervisor, subordinate, has value. In order to support people through change, leaders need to view their team members and especially every customer they deal with as a legitimate other.

This module will help you understand:

- How to apply the lessons from *The Anatomy of Peace* to move yourself and your team towards the desired outcomes you want to achieve
- Ways to resolve conflict within yourself and team members
- How to view customers and interact with them in a way that allows them to feel heard and supported
- The limitation of your self-understanding and how to escape those limits
- How you may be adding to challenges that others are experiencing

- How our assumptions obscure the truth about ourselves and others, and interfere with potential solutions

AFTER ACTION REVIEWS: STANDARDS FOR CONTINUOUS IMPROVEMENT

If a meeting occurs after a project or initiative is complete, it usually focuses quickly on “What went wrong?” and “How do we fix it next time?” Research is clear in books like *Switch* by Chip and Dan Heath and in other studies, that focusing on “What went right?” helps teams discover the “bright spots” and build off of successes rather than failures. Much more than a model for positive thinking, After Action Reviews create a meeting structure and process for continuous improvement that will serve you, your team and your organization well.

You’ll be given:

- An effective after action review tool
- Tips for conducting an after action review session that efficiently discovers what went right, what was missing, and what needs to be done differently in the future for any project or initiative
- Practices for creating an environment of open dialogue in which each member feels heard, and the highest level thinking for each individual and the group is achieved
- Language that motivates the group to be engaged and even enthusiastic about continuous improvement

TEAM BUILDING / LESSONS IN LEADING OTHERS

Increase your ability to manage your team by: experiencing the Voltage Leadership Obstacle Course, learning ways to use DISC to communicate with different behavioral styles, learning to use StrengthFinders to focus on team members’ assets, discovering how to use the Team Work Cycle model, and delegating with clarity.

In these experiences you will begin:

- Using more effective communication tools and practices
- Utilizing the strengths of individual team members to obtain group objectives
- Using asset based thinking and language that motivates, engages and encourages the highest thinking and behaviors from team members
- Using the IGROW method to build desired outcomes for each of your team members
- Using a technique known as “rounding” during meetings to feel heard, and able to contribute your perspective and objectives.

COACHING OTHERS TO PEAK PERFORMANCE: GIVING AND RECEIVING FEEDBACK

By using proper meeting formats and after action reviews, along with scheduling time for each of your direct reports on a monthly or weekly basis, you will discover ways to effectively give and receive feedback with your team members.

You will learn:

- How to use DISC to modify your message and communicate effectively to motivate and engage each team member
- How to use “rounding,” in meetings, to allow each member to feel heard and contribute his or her perspectives and objectives
- How to coach team members by using the IGROW method
- How to focus on asset based thinking and language that will help motivate and engage others
- How to create an environment that supports positive feedback
- Conducting crucial conversations for the best outcomes

THE WHEEL OF TRUST

This powerful communication tool has multiple applications. You will learn the 6 elements of trust, which include Sincerity, Involvement, Competence, Standards, Reliability, and Time.

You'll learn how to use this tool to:

- Communicate more effectively with your customers and prospects
- Communicate your preferences to new hires and existing team members that will lead to higher levels of engagement and motivation
- Identify where trust has broken down and relationships have stalled or gotten stuck
- Create collaborative teams that move swiftly through project development and execution
- Discover what might be holding you back from reaching your potential
- Rebuild trust when it's broken or damaged

EMPOWERING YOURSELF AND OTHERS

This interactive presentation will explain the difference between a successful and an unsuccessful mindset. Using The Empowerment Dynamic you will learn how to challenge, coach and create a winning position during any situation for yourself or others. More importantly, you and your team will learn how to steer clear of the Dreaded Drama Triangle.

You will learn:

- How to create more powerful outcomes
- The triggers for unsuccessful outcomes and how to avoid them
- The question you should be asking yourself and others to direct a situation towards a greater goal
- How to identify which orientation you or someone else has during a conversation and how to achieve your desired outcomes
- The reason why some information sticks and some doesn't, and how to achieve better results in your training and learning experiences
- How anxiety drives reactions and how to stop it

This work is based on the book by David Emerald, TED: The Empowerment Dynamic

CUING UP AND DIRECTING CHANGE

In the #1 bestseller *Switch* by Chip and Dan Heath, write that our minds are ruled by two different systems—the rational mind and the emotional mind—that compete for control. The rational mind wants a great beach body; the emotional mind wants that Oreo cookie. The rational mind wants to change something at work; the emotional mind loves the comfort of the existing routine. This tension can doom a change effort—but if it is overcome, change can come quickly. Included in this robust learning experience, you will gain knowledge from *The Power of Habit* by Charles Duhigg. You will learn:

- How to identify and duplicate the bright spots on your team in order to use asset based thinking to create sustainable change
- How to motivate your team members by designing a “path” for change that outlines the critical moves they need to make first to be successful
- Find ways to encourage and support the right habits for the change that you want to see in yourself and your team members
- How to identify the cue, routine and reward from every habit
- Why the brain loves to create habits for almost everything
- The shortcut to changing any habit

DEVELOPING GREAT LEADERSHIP HABITS

It's not enough to just want to be a good leader. Great leaders aren't born; they are developed. This module will teach you the habits that great leaders have and how to incorporate them into your leadership formula for success. You and your team will learn:

- How much rest the brain needs to solve your biggest challenges
- What type of nutrition is best for your brain
- What types of exercise have the most impact on your brain function
- What effect stress and anxiety have on your ability to process information

- What effect the right questions have on your thought processes
- How to change any habit you currently have by identifying one, simple, thing and changing it
- What the highest ranked CEO's do that you probably aren't

CALCULATING YOUR POTENTIAL

You've probably said at some point, "I don't know what's happening. He/she has so much potential and they are just not living up to it." Maybe you've thought about that in regard to yourself. What defines the potential we have? How can we measure it? Can we improve our potential? If so, how? In this module you and the other participants will learn:

- How to define the potential you have and the potential of each of your team members
- The key areas that make the most difference to realizing your potential
- How to increase your potential
- Why some people reach their potential and others don't

COMMUNICATION FOR CHALLENGING SITUATIONS

Sometimes you just have to have that tough conversation. Maybe a team member is consistently late and it is disrupting the workflow of the team or your team member is missing deadlines, critiquing a colleague's work, or the good types of tough conversations that can payoff, literally: like when you want an increase in your pay or a promotion. Depending on your behavioral style, tough conversations can happen less frequently than they should, or they happen too often and cause lasting conflict. Either way, tough conversations are tough, until you are armed with the right tools for conducting them effectively. As in all modules, you don't just learn, you practice through interaction in class. You will learn the following about tough conversations:

- The most important thing to do when preparing for one
- How and where to have one
- The basic rules for conducting one
- The best way to stand or sit when having one
- The best words to use and approach to take when having one

LEADERSHIP MANNERS: DO'S AND DON'TS

Don't worry. We're not going to teach you where to put your fork on the plate and which of those spoons you're supposed to use when- Nope! What you're going to learn are some super practical things you should and should not do when you become a leader that no one ever really tells you about until you get them wrong. You'll learn:

- What to do and what not to do when your boss messes up

- How to handle it when an employee completely flubs up a client interaction
- How to say no to vendors that want to spend time with you
- How to respond to board and committee requests
- How to communicate to your boss when you have to tell them no

THE ART OF APPRECIATION

Most leaders, when asked, will quickly tell you how much they appreciate their team members. They'll even give specific examples of the types of things that those team members do that they appreciate so much. Why is that the case? Recent research from Leadership IQ stated that in 42% of companies the most engaged employees are actually the lowest performers. This happens when top performers are underappreciated and low performers, as research says, "have fallen in love with their cushy jobs" and don't realize just how poorly they are performing. (Refer back to our Tough Conversations if this applies to your workplace.) In this module you will learn:

- The most effective ratio of appreciation to correction to achieve the best results
- How to effectively appreciate top performers and use appreciation to modify the behavior and results of low performers
- The best ways to appreciate team members
- How to use a special tool to increase your appreciation ratio

Assessment packages are available for DISC, StrengthFinders, Team Work Cycle, Motivators & Behaviors and others as part of an enhanced training and coaching package and are priced individually, if not already a part of a course curriculum.

MOTIVATING & ENGAGING TALENT

Understanding your team members' aspirations will help you motivate them with greater specificity to unlock their next level of performance. Learn how to have curious conversations that explore the professional and personal aspirations of your team members. Understanding your team members' aspirations will help you motivate them with greater specificity to unlock their next level of performance. This approach allows an organization to engage rather than to just manage. Dive deeper into your teams and implement a coaching culture in your organization.

SETTING & DRIVING POWERFUL GOALS

Focus on Results. Focus on Learning. Focus on Change.

Analyze actions taken during the process to examine if the actions aligned with the direction of the goal.

What can be changed or maintained in order to achieve your team's purpose? Through this course, your organization will be prepared to overcome organizational adversity and successfully attain goals. You will work towards driving your goals by identifying the work phases you and your team prefer and the roles you and your team tend to emphasize or reject. By intentionally using your new tools and focusing on each phase of work, the team will work more effectively in reaching goals and maintaining high morale as a group.