

THE 6 CRITICAL PRACTICES FOR LEADING A TEAM™



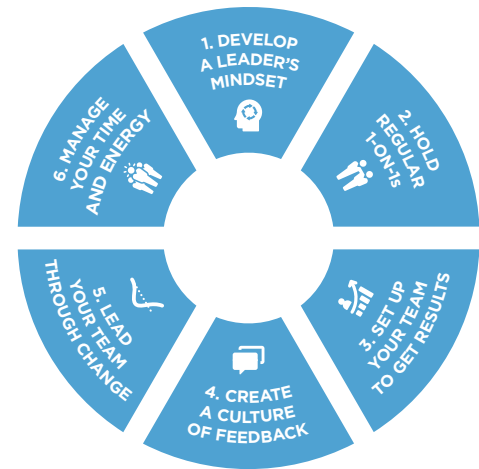
The Challenge For Leaders

Leaders at every level make significant impacts on every metric in your business: employee productivity and engagement, customer satisfaction and loyalty, innovation, and financial performance. They are the creators and carriers of culture for their teams and directly influence whether top talent stays or leaves. They are frequently responsible for the quality of the customer experience, and leaders and their teams are the biggest sources of product and process innovation.

The role of every leader has always been tough and today's realities make the role even tougher. People skills typically account for 80 percent of success in this role. Yet many people are promoted because of their technical capabilities. Both new and experienced leaders can struggle when it comes to excelling at leading teams in today's workplace.

Introducing *The 6 Critical Practices For Leading A Team*

This solution equips leaders at every level with the essential skills and tools to get work done with and through other people. The program is ideal for leaders who need to transition successfully from individual contributors to leaders of others. It also applies to leaders who have been in their roles for some time, and are looking for practical and relevant guidance on how to effectively lead and manage their teams.



Problem	Solution
<ul style="list-style-type: none"> Leaders need to learn more about being a leader. 	<ul style="list-style-type: none"> Fast-tracks development of leaders.
<ul style="list-style-type: none"> Team leaders need the foundations of leadership. 	<ul style="list-style-type: none"> Equips leaders with the skills and tools every manager needs but few receive.
<ul style="list-style-type: none"> Existing leaders need a refresher on the skills of leading others. 	<ul style="list-style-type: none"> Level-sets leadership skills across an organization so that all managers use a common skillset and toolset.

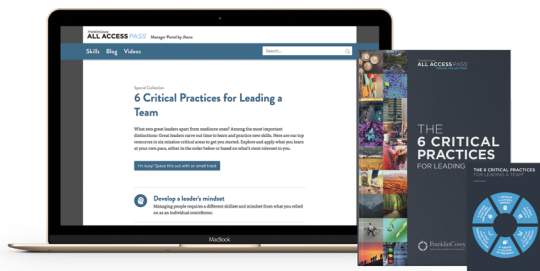
Objectives

The 6 Critical Practices for Leading a Team is a special collection of carefully curated content from proven FranklinCovey offerings. The repurposed mindsets, skillsets, and toolsets provide leaders with relevant and practical resources to help them excel in this tough and demanding role.

PRACTICE	OBJECTIVE
DEVELOP A LEADER'S MINDSET	Explore the critical mindset shifts that will maximize your success as a leader of others.
HOLD REGULAR 1-ON-1s	Increase engagement of team members by conducting regular 1-on-1s, deepen your understanding of team member issues, and help them solve problems for themselves.
SET UP YOUR TEAM TO GET RESULTS	Create clarity about team goals and results; delegate responsibility to team members while providing the right level of support.
CREATE A CULTURE OF FEEDBACK	Give feedback to develop team member confidence and competence; improve your own performance by seeking feedback from others.
LEAD YOUR TEAM THROUGH CHANGE	Understand the predictable pattern change follows and learn to guide your team through it effectively.
MANAGE YOUR TIME AND ENERGY	Use weekly planning to focus on the most important priorities, and strengthen your ability to be an effective leader by applying the 5 Energy Drivers.

Delivery Options

The 6 Critical Practices for Leading a Team consists of three sessions and is available in multiple learning modalities including Live In-Person, Live-Online, and On Demand; each includes reinforcement microlearning.



Resources

Participant materials include:

- Participant guide
- Practice cards
- A digital-learning track over a 12-week period

Facilitator materials include:

- Virtual certification
- Facilitator guide
- PowerPoint® with embedded videos



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*Inspire a***CULTURE OF TRUST™****HELPING LEADERS INTENTIONALLY SHAPE A HIGH-TRUST CULTURE**

Leaders create culture. What they value gets valued. What they reward, punish, tolerate, and reinforce becomes the established norms for their team. Far too many leaders forget that their team culture is a reflection of who they are. They leave their team culture to chance. Having a high-trust team culture is not an accident. The very best leaders shape their team cultures intentionally by modeling credibility and by behaving in ways that inspire trust in those around them.

THE 4 CORES OF CREDIBILITY

Leader credibility comes from a leader's character and competence, and is built from the inside-out. There are four cores of credibility:

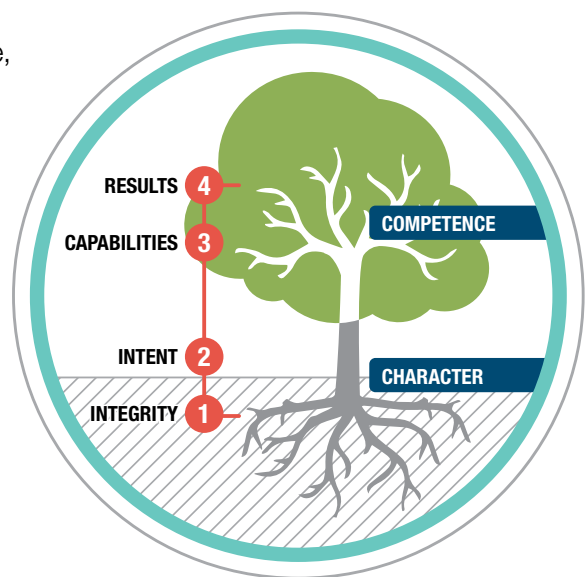
Results: What is your track record of performance?

Capabilities: Are your skills, talents, and knowledge relevant?

Intent: Are your motives aligned to achieving mutual benefit?

Integrity: Is your behavior congruent with your values?

Leaders who model the 4 Cores® of Credibility ensure their behavior is congruent with their values. Based on the best-selling book *The Speed of Trust* by Stephen M. R. Covey, the *Inspire a Culture of Trust* module builds on the key concepts of self and relationship trust and helps leaders apply them to build a high-trust culture.



THE 13 BEHAVIORS® OF HIGH-TRUST LEADERS

A high-trust culture is a function of a leader's credibility and behavior. There are 13 Behaviors that have been proven to establish relationships of trust.

1. Talk Straight
2. Demonstrate Respect
3. Create Transparency
4. Right Wrongs
5. Show Loyalty
6. Deliver Results
7. Get Better
8. Confront Reality
9. Clarify Expectations
10. Practice Accountability
11. Listen First
12. Keep Commitments
13. Extend Trust

While each behavior has an opposite, the most common mistakes are counterfeits—behaviors that look like the real thing, but like counterfeit money, are worthless and disingenuous. To create a high-trust culture, leaders not only need to model the 13 Behaviors, but actively reward and support them among their team members.

BUILDING A HIGH-TRUST CULTURE

As leaders focus on increasing their own personal credibility and behaving in ways that increase trust between themselves and others, they lay the foundations for their team culture. Leaders need to articulate to themselves and their team what they want their culture to be. They identify the team norms, values, and processes that will reinforce the team culture they want, and ensure that all team behaviors are aligned to support it. Ultimately, they create culture by what they model and support.

COMPETENCY	DESCRIPTION
Integrity	Acts in accordance with their personal values and behaves in a fair and ethical manner toward others.
Interpersonal Relationships	Is able to develop and maintain healthy and mature relationships with others. Can effectively engage with others in ways that build and sustain trust.
Effective Communication	Demonstrates competence using language that builds trust. Has the ability to use and adapt that knowledge to build culture. Identifies and avoids counterfeits.
Engaging Talent	Engages with team members in ways that create inclusion, commitment, and acceptance. Creates an environment of safety where others are empowered to innovate, collaborate, and take risks.

PRODUCT INCLUDES:

- Self-Assessment
- Participant Workbook with Implementation Plan
- Credibility and Behavior Cards
- On Demand Modules



MODULE LENGTH: 4 HOURS



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Unleash Your Team's Potential Through

COACHING™



BUILDING OTHER LEADERS THROUGH FEEDBACK AND COACHING

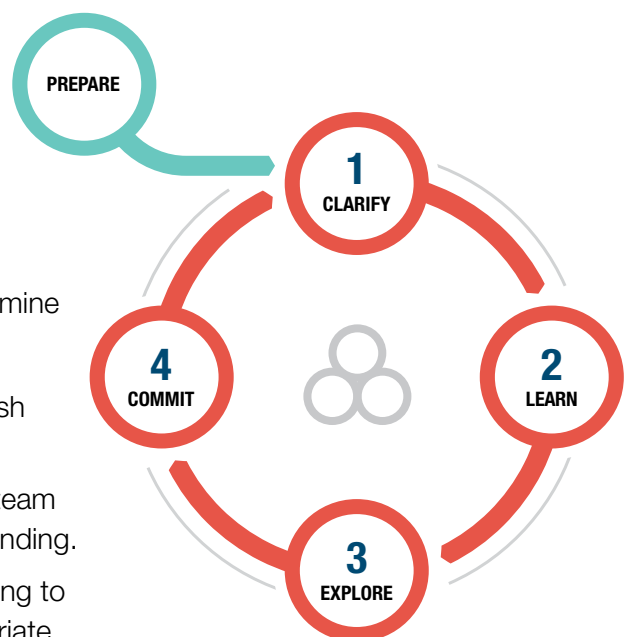
Effective leaders build a leadership pipeline by intentionally developing their team members. They see their team members as whole people who have a body, mind, heart, and spirit. They use frequent positive feedback to reinforce team values and instructive feedback to course correct quickly. The best leaders are great coaches. They move from telling and fixing, to building capability by using three key coaching skills: listening, questioning, and acknowledging. And they make coaching an essential part of their day-to-day leadership practice by regularly having formal and informal coaching conversations.

THE COACHING MODEL

The coaching framework is a helpful guide for every important conversation. It begins with personal preparation and continues with the coach and coachee working together. The coaching steps are:

Prepare Individually: Before the conversation, take time to examine your motives and set aside your agenda. Then,

1. **Clarify Together:** Agree on the desired purpose and establish a realistic time frame for the conversation.
2. **Learn by Listening:** Listen empathically to understand the team member's point of view, and reflect back to ensure understanding.
3. **Explore Options:** Use insightful questions and acknowledging to generate options. Clear the path and share ideas as appropriate.
4. **Commit to Action:** Invite the team member to make commitments, make your own commitments to clear the path, and establish follow up.



THREE KEY COACHING SKILLS

There are three key skills that form the basis of any coaching conversation:

1. **Listening:** Put aside your assumptions, be silent, show appropriate empathy, and restate and summarize to ensure understanding.
2. **Questioning:** Ask all three types of coaching questions: clarifying questions to seek understanding, open-ended questions to explore possibilities, and insightful questions to tap into creative problem solving.
3. **Acknowledging:** Help others get unstuck by reminding them of the skills and resources they already have.



THE FEEDBACK APPROACH

Giving frequent positive feedback is an important way to inspire great performance, intentionally build team culture, and reinforce team values. Targeted instructive feedback helps team members quickly course correct and improve their performance.

Use this two-step approach to share feedback:

1. Share a specific observation.
2. Describe the impact.

COMPETENCY	DESCRIPTION
Coaching for Performance	Uses coaching skills to unleash the potential in others through empathic listening, effective questioning, and acknowledging capability. Empowers others to create their own solutions.
Developing Direct Reports	Is a people builder who encourages people to accept new, challenging, and even stretching tasks and assignments. Gives encouragement and support. Can identify strengths and opportunities for growth.
Having Difficult Conversations	Clearly and respectfully confronts performance issues and challenges. Can identify the key issues, listen to understand, help team members identify effective solutions, and work together to set clear expectations for behavior change.
Engaging Talent	Sees others as whole people who are inherently capable. Engages people's heads, hearts, and hands in the most important goals and priorities. Seeks to match task to talent.

PRODUCT INCLUDES:

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- Coaching Cards
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