LDP - Review of Each Level

Level 1 – Engaging Leadership

Purpose:
To ensure leaders have the skills and the tools to get each member of their team "engaged" and committed to giving their best.

Concepts:
1. **The Passion Pyramid:** leaders need to understand the importance of the 5 needs that ignite passion (tied to levels of LDP), be aware of the research behind them, and the leadership skills needed to satisfy the needs. Discuss manager's needs.

2. **Personal Responsibility:** leaders need to understand the importance of self-directedness – their own and their team members, and the impact control-based leadership has on an employee's ability and willingness to be self-directed.

3. **Values that Build Trust:** leaders need to be aware of the importance of these Values to all employees – review research – and the importance of them operating by these values with their team members.

4. **Eight Dimensions of Leadership:** being aware of their leadership behavior as others see it – and what they need to work on to increase leadership adaptability. The book "Eight Dimensions of Leadership" is provided to assist leaders during the one-on-one coaching.

5. **Work Expectations:** understanding the impact that met and unmet expectations have an employee engagement. Using the Work Expectations Profile to satisfy the need for respect and implement the Values that Build Trust.

Level 2 – Coaching for Performance

Purpose:
To ensure that leaders have the skills and tools they need to have meaningful performance based conversations - and to coach and mentor team members. Re-emphasize flexibility.

Concepts:
1. **Review.** Using posters: the Passion Pyramid, and where we will focus in this module; the Personal Responsibility Model (and how it ties in to this module); the Values that Build Trust and 8 Dimensions of Leadership model to reinforce the importance of flexibility and adaptability. (Define these two terms)

2. **The Mentoring Model:** leaders need to understand the basic skills needed to have meaningful dialogue with team members about individual and team performance- and how they can improve their performance.

3. **Behavioural Style Adaptability:** using the ED Management Profile to help leaders learn to increase their personal adaptability (managing their time and decision making),

and interpersonal adaptability (motivating and developing others). Includes a session on people-reading.

4. **Interpersonal Flexibility:** to be effective as a coach and mentor, leaders need to have a high level of interpersonal flexibility – the ability *to see others' needs as at least as important as their own*. Leaders will receive feedback from the Flexibility and Trust Survey – section one only at this stage.

5. **Listening Adaptability:** leaders need to be able to adapt their listening approach to match the intent of the speaker and the needs of the situation.

6. **Giving and Receiving Feedback:** these are the most important communication tools leaders need to be able to have meaningful dialogue about performance. To use them effectively leaders need to have a high level of interpersonal flexibility and a high level of listening adaptability. These skills also provide the opening to meaningful conversations about performance.

7. **Coaching and Counseling:** leaders need to understand the difference between these two skills and be able to use both appropriately. Tie these skills back to the 5 listening approaches and flexibility model. Then link to the Values that Build Trust model of communication and consistency, and deliver feedback from section 2 of the Flexibility and Trust Survey.

8. **Mentoring Action Planner:** pulling all these concepts together into an integrated application tool.

Level 3 – Building High Performance Teams

Purpose:

To ensure that leaders understand how to work with all team members to achieve optimum performance and to ensure the team takes ownership of continuously improving their performance, even under highly stressful circumstances.

Concepts:

1. **Review the Passion Pyramid** and explain that we are jumping to level 5 after covering level 3 – and that we will focus on level 4, Meaningful Work – at our next module. Go through the overview of this module – what we'll be covering, and tie these concepts back to Personal Responsibility, the Values that Build Trust and DiSC.

2. **High Performing Teams:** Explain that we will be looking at two models that describe a process of moving a team to "high performance: Firstly the Tuckman Model which evolved from an analysis of the stage s teams worked through to become high performing. Secondly we explore Katzenbach and Smith's model "Types of Teams" to understand the ingredients necessary to build a high performance team.

3. **Team Performance Challenge:** a reason to expend the effort to become a high performing team. Emphasize the importance of having the whole team committed to an outcome that will have significant benefits for the team and the organization.

4. **Team Dimensions Profile:** As outlined in the Norming stage of the Tuckman model, the team needs "a process to follow to become a high performing team". The benefit of the Team Dimensions Profile is that it identifies each team member's primary role, the team talents they bring to the table, and how they contribute to the **Z-Process** for increasing innovation and team performance.

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5. **Coping and Stress Profile:** High Performance Teams must perform well under pressure, which means they need to be able to "cope with difficult and challenging situations. This profile identifies the degree to which each team member uses the 5 coping skills to improve performance.

6. **Acceptance – the I'm OK, You're OK model:** there are two concepts above that demonstrate the importance of all team members operating in the I'm OK, You're OK life position. The first is in the definition of a High Performance Team from Katzenbach and Smith - "team members are deeply committed to each other's personal growth and success". The second is the coping skill of "Closeness". We need to wrap up this module with an action plan for applying all of this.

Level 4 – The Visionary Leader

Purpose:
To ensure that leaders understand the importance of Purpose, Values and Vision and the impact they have on making work meaningful for employees. We Know from our research that seeing work as meaningful is one of the strongest predictors of level 5 employees.

Concepts:
1. **Review the Passion Pyramid** and point out we are now completing the leadership skills side from level 4-Aligning team members with Purpose, Values and Vision, to satisfy the need to do meaningful work. Also review the importance of using the **Z-Process** to turn a vision into results.

2. **Purpose Driven Organization and Determining Your Purpose:** leaders need to understand the importance of purpose at the organizational, team and individual level, and how to work with their teams to develop meaningful team and individual purposes that support the organization's purpose.

3. **Intrinsic Motivation at Work:** it is critical for effective leaders to understand the power of intrinsic motivators versus extrinsic motivators, because it is through the extrinsic motivators that the need for meaningfulness is satisfied. The four intrinsic motivators are:
   - A sense of meaningfulness – which ties back to Purpose, Values and Vision.
   - A sense of choice – which ties back directly to the Personal Responsibility model and Trust–Based Leadership.
   - A sense of competence – which ties back to the need to learn and grow, and the leadership skills of coaching, counseling and mentoring.
   - A sense of progress – which ties back to the team performance challenge and the team applying the Z–Process

   The rest of this module focuses on how to apply each of these intrinsic motivators.

4. Values Motivation: linked closely to Purpose in terms of importance for satisfying the need for meaning. We will review the organization's core values and see how the Values that Build Trust support them.

5. Vision: leaders at all levels are capable of developing a Vision for their team, branch or business unit. The key to achieving a vision is to get the team into alignment with the vision, create a plan, and then execute the plan. We will use the ED Work of Leaders Profile to provide leaders with feedback about their natural approach to

Vision, Alignment and Execution, and their strengths and challenges in the best practices needed to achieve the Vision.

6. Application: the goal here is to get all leaders to create a Vision that they believe will have a significant and positive impact on the organization's results. They will then embark on a 3 month project to confirm their Vision, recruit a cross-functional team, get the team into alignment and develop a plan to achieve it. They will then prepare a white paper to present to the Executive team to get a sign off to execute the plan.