

Enter Leadership Certificate Program

Purpose

To provide Enter leaders with the knowledge, skills and abilities required to work and thrive in the High Performance Leadership and Team culture.

Program Overview

START DATE: January 11, 2018

Pre-work

1. **Complete the Insights Discovery Evaluator** (approx. 20 minutes – details to be sent out in a separate email – must be completed by one week prior to program commencement)
2. **Read the Five Dysfunctions of a team** by Patrick Lencioni
3. **Read ‘First, Break All the Rules’** by Marcus Buckingham

Session One – 8 Hours Classroom

Insights into Personal Leadership

- The Gretzky Principle – playing to strengths, managing weaknesses.
- Five Dysfunctions of a Team™ and the Enter HPT Framework
- Introduction to Insights Discovery™
- Self-Awareness – understanding your strengths, weaknesses and communications preferences.
- Personal Poster creation and presentation
- Communicating with other workstyles

Session Two – 4 Hours Classroom

Coaching to GROW

- Applying the Gretzky Principle
- First Break All the Rules
- Introduction to Coaching to GROW
- Coaching to GROW practice session

Session Three – 4 Hours Classroom

Clarifying Expectations through Fieldmarking

- Learning Exchange
- Clarifying expectations through Fieldmarking
- Coaching to GROW practice
- Leadership Action Planning

Session Four – 4 Hours Classroom

Masterful Feedback

- Learning exchange – successes and challenges with Coaching to GROW and Fieldmarking
- Masterful Feedback
- Coaching to GROW practice
- Leadership Action Planning

Session Five – 8.0 Hours Classroom

Making Difficult Conversations Easier

- Learning exchange – successes and challenges with Coaching to GROW, Fieldmarking and Masterful Feedback
- MDCE Workshop
- Leadership Action Planning

Your Investment (note I increased the costs of facioitation to align with other proposals)

PROGRAM INCLUDING INSIGHTS AND HPT (5 SESSIONS)	
Program Facilitation	\$ 19,000
Insights Discovery Materials (\$220 X 9)	\$ 1,980
Five Dysfunctions of a Team book (\$30 X 9)	\$ 270
First Break All the Rules book (\$30 X 9)	\$ 270
Other Program Materials (\$110 X 9)	\$ 990
Total Investment	\$22,510.00
Total after grant for 9 participants	\$ 7,503.00
Add \$330/person for each extra person (3 x \$330)	\$ 990.00
TOTAL FOR 12 PEOPLE WITH 9 COVERED BY THE GRANT	\$ 8,493.00

Your Investment per participant (based on 11 participants)

	Per Person	Total
Program Tuition	\$ 2,100	\$ 23,100
Leadership Workshop Materials	\$ 390	\$ 4,290
Total	\$ 2,690	\$ 24,210

Your Investment per participant (based on 9 participants)

	Per Person	Total
Program Tuition	\$ 2,300	\$ 20,700
Leadership Workshop Materials	\$ 390	\$ 3,510
Total	\$ 2,690	\$ 24,210

Other Costs:

- Entero will be responsible for costs associated with room rental, AV equipment and facilitator travel and living costs, participant meals and refreshments

Evaluations:

- Participants must attend each session and complete a total of 28 hours of training. Successful graduation requires sign-off from the program instructor and from the participant's immediate supervisor indicating they have completed all assignments and put the tools into practice.

Timing

- The program will be completed between January 11 and December 2018
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DETAILED LEADERSHIP DEVELOPMENT MODULE OVERVIEW

Module One: Insights into Personal Leadership

Insights into Personal Leadership provides a foundation for the rest of the program. Core module elements include:

- The Gretzky Principle – playing to strengths, managing weaknesses.
- Five Dysfunctions of a Team™ and the Entero HPT Framework
- Introduction to Insights Discovery™
- Self-Awareness – understanding your strengths, weaknesses and communications preferences.
- Personal Poster creation and presentation
- Communicating with other workstyles

The module ensures all participants have high self-awareness, understand the importance of playing to strengths and are capable of working successfully with different work-styles.

Time: Four Hours Classroom

This Module Two: Coaching to GROW

This module will fundamentally shift the way a leader/coach ‘see’s’ coaching and experiences a coaching conversation. The workshop begins by ‘pulling out’ from the group the actual things a manager/coach does when they are coaching individuals in organizations. This creates a foundation for understanding distinctions between ‘putting in’ and ‘pulling out’. Participants become aware of a general predominant bias towards ‘putting in’. Next steps include:

- Introduction to the GROW model – a framework for a successful coaching conversation.
- GROW Model practice – working in pairs in live coaching conversations to practice the GROW model. Each participant practices as a coach and a client.
- Practical application conversation – sharing of best practices to overcome obstacles and improve the quality and frequency of coaching conversations.

Participants will leave with a significantly higher awareness of when it's appropriate to put in (directive coaching) and when it makes more sense to pull out (non-directive coaching). They have a solid understanding of the GROW model framework for

coaching. They will have increased confidence, capability and commitment to conducting a successful coaching conversation.

This module will include a discussion on the key principles from 'First Break All The Rules'.

Time: 4 Hours Classroom

Module Three: Clarifying Expectations thru Fieldmarking

As a result of this workshop participants will:

- Appreciate the importance of clarifying expectations for team members / direct reports.
- Understand the three dimensions of appropriate expectation setting – roles and goals, organizational expectations, leader expectations.
- Receive specific tools and strategies to assist in clarifying expectations
- Recognize the requirement to solicit expectations of themselves from direct reports and have a process and supporting tool to do so.
- Prepare for and commit to having expectation clarification conversations with their direct reports, colleagues and boss.

The module also includes a learning exchange where participants discuss application successes and challenges associated with the homework from the prior module. The module closes with an additional Coaching to GROW peer-coaching session.

Time: 4 Hours Classroom

Module Four: Masterful Feedback

Participants are offered new distinctions around feedback to assist them in effectively leading feedback conversations. New distinctions include:

- Observation, Assessment and Advice – three critical distinctions within feedback.
- Reinforcing feedback vs. corrective feedback – what's the difference and what's the optimal ratio between the two?
- A powerful way to deliver feedback – observation and impact.
- Feedback vs. recognition vs. constructive criticism – what is the difference?
- The 'Pulling Out' way to deliver feedback – helping the performer to provide feedback to themselves.
- Differences between feedback conversations and request for change conversations.

As a large group we will discuss what challenges participants still require assistance with and explore possible approaches to ensure success.

Participants will leave with significantly higher awareness about the distinctions within feedback, best practices to use, pitfalls to avoid and a framework for conducting a successful feedback conversation.

The module also includes a learning exchange where participants discuss application successes and challenges associated with the homework from the prior module. The module closes with an additional Coaching to GROW peer-coaching session.

Time: 4 Hours Classroom

Module Five: Making Difficult Conversations Easier

Overview

The six-hour Making Difficult Conversations Easier (MDCE) Workshop provides professionals, team leaders and managers with the awareness, skills, tools and confidence they require to initiate and successfully conduct difficult conversations.

Participants will confidentially review difficult conversations they are facing. They will chose one and run this situation through the MDCE framework. Upon learning new approaches and tools participants plan, prepare and practice to enable future success in this and other difficult conversations within their professional and personal lives.

The module also includes a learning exchange where participants discuss application successes and challenges associated with the homework from the prior module. The module closes with an additional Coaching to GROW peer-coaching session and action planning to sustain the changes.

Time: 8 Hours Classroom

Agenda

Introduction

- Why is this so difficult?
- Identifying your current difficult conversations
- Clarifying your current approach
- What's worked before – your existing best practices
- The MDCE Framework
- 7 pull out questions
- Dialogue – exploring options and obstacles
- Questions to support dialogue
- Dealing with defensiveness, blame, and other obstacles
- On track, not sidetracked
- Words and statements to avoid
- Preparing your opening statements
- Practicing your opening statements

M – My Stuff

- Preparing for difficult conversations
- The 10 critical questions to ask yourself
- My Stuff Self Assessment

C – Contracting

- Reaching agreement on a path forward
- Important elements in an agreement

D – Dialogue

- Putting In – my reality statement
- Pulling Out – understanding your reality

E – Engage

- How to keep connected and prevent myself from getting into this mess again
- Special considerations for extra tough situations – group discussion
- Your summary - pulling it all together
- Action planning

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For additional information please contact

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