



## **Collaborative Leadership Course Proposed Outline**

### Part 1- The Modern Workplace

The session begins by discussing changes in the workplace. Over the past three decades, few environments have witnessed so much dramatic change. Nine to five has been replaced with 24/7. People struggle with work/life balance issues, paradigm shifts and steep learning curves. The global marketplace has transformed our workforce, economy, services, products, income and living standards. Hierarchical organizations have been flattened. Technology enables increased productivity; it is also disruptive and expensive. Demographic pressures are accelerating changes in the traditional concepts of loyalty, work ethic, customer service and respect for authority. Partly in response, authoritarian managers have given way to transformational leaders, team leaders, situational leaders and change agents. How does today's manager lead through all of these challenges effectively? *This is followed by a facilitated discussion highlighting how employees are dealing with change, generational issues and effective leadership traits.*

### Part 2 – The Transformational Leader

Getting employees to cope with dramatic organizational change and to emerge with a renewed commitment can be a formidable challenge. Effective leaders, however, are able to break down this process into 8 steps, gradually winning over employees. From creating a sense of urgency to institutionalizing the new approaches, we take learners through each of these steps inviting their comment and examples. We also discuss the process for making the changes stick. *This discussion is followed by a group exercise challenging participants to identify the Eight Steps they will take to introduce dramatic organizational changes in their respective workplaces.*

### Part 3 – Motivating Employees Through Teamwork

Any manager can direct employees. The essential skill required to motivate employees is the ability to communicate trustfully and to provide employees with opportunities that engage hearts and minds. In this section, we introduce the four foundations for trust building, non-assumptive communication:

- A Shared Vision of Excellence
- Context and Rationale
- Style
- 100% Closure

All effective organizations, especially those undergoing dramatic change, prioritize employee efforts by developing (or having staff develop) a clear, unifying vision that explains succinctly what the organization does, how they do it and who benefits from this work. Examples are given from the public sector, not-for-profit and other large organizations. We reinforce the importance of supplying employees with task context and rationale to maximize employee mindshare, effort and outcomes. We discuss the critical importance of communicating in someone's preferred style of learning (oral or written instructions, lists, visual representations or tactile modes). We also talk about the power of autonomous or self-directed teams to build trust, obtain quick wins and engage employees by challenging their talents and building upon positive emotions. *A group exercise designed to reinforce these 4 principles is conducted utilizing participants' experiential learning capacity. A second exercise called the Best Team also allows managers to talk about their positive experiences as members of highly functional teams.*

#### Part 4 – Situational Leadership

We conclude the session by examining situational leadership – defining it and offering public sector examples. When is it appropriate to direct employees and when is it best to coach, facilitate or simply delegate? What is the relationship between trust and leadership? We conclude the session by outlining the various leadership styles covered—transformational, team leadership and situational, inviting participants to weigh in as to their preferred approaches, their rationale for their style and their continuing challenges.