

Leadership Workshop



Delegating, Crucial Conversations & Interpersonal Relationships

**March 4, 2008
Phoenix**

Facilitated by Patrick Lattore

Expectations

- 1. Please read “If you want it done right, you don’t have to do it yourself” and be ready to share your learning and apply it to your context**
- 2. Please read “Crucial Conversations” and be prepared to answer questions about your reading as well as consider how to engage in them more effectively**
- 3. Please take the Frio-B and MBTI to better understand your inter-personal relationships and leadership effectiveness**



Goals for the Workshop

1. To increase skills regarding how we might better supervise and delegate by using the book, "If you want it done right, you don't have to do it yourself"
2. To explore how our personal conversations and group communications determine our effectiveness using the book, "Crucial Conversations"
3. To increase self-awareness about how we work with others and how we might better lead, supervise, participate on a team, and understand our needs in the work place using MBTI and Frio-B feedback

Schedule

Tuesday, March 14, 2008

8:00 am- Introduce the day and review past learning

8:30am- Crucial Conversations (EXERCISE ONE) ; What have we learned and how might we apply it to our settings?

10:15 am -Break

10:30 am Complete questionnaire (EXERCISE TWO) Why are delegation skills important in your role? Identify in your small group at least ten reasons you should learn to delegate or learn to delegate better? Share your small group learning points with larger group.

11:00 am – “How to delegate most effectively “ Lets review the delegation steps via a Power-point presentation”. What are the 6 steps and what do they mean? Large group discussion.

11:15 am – In the small group, share a delegation situation that needs to be ... (EXERCISE FIVE)



Schedule Cont.

12:15, Lunch Break, share, enjoy

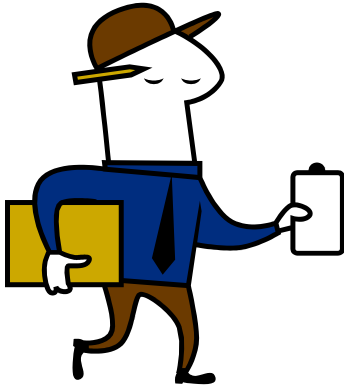
1:30 am- FRO-B and the MBTI, **(EXERCISE SIX)** what can we learn about ourselves that we do not know and how might we improve our performance in our work context based on this feedback? In your small groups, please share your responses to the questionnaire that were the most helpful to you and tell this person what you intend to do with this new learning?

3:00 PM, Break

3:15 PM, Share our learning for the day. What have you learned? What will we do to follow up on what you have learned?

4:30 PM, End





Exercise One

We want you to understand “Crucial Conversations” and build your communication skills.

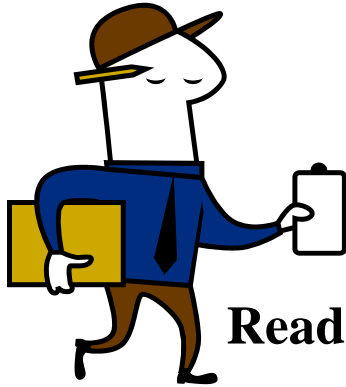
- 1. In groups of two fill out the “test” that asks you about your reading. This is an open book “test” and you should use this opportunity to review your learning. (Please be prepared to share your answers with those around you and present them to the larger group).**
- 2. Go to page 57 and on your own, answer the 33 questions, when done self-score. (Please be prepared to share some of your results with the larger group).**
- 3. Please share two learning points you gleaned from reading this book and describe how this insight will change your behavior in the future?**
- 4. Let’s read chapter ten together.**
- 5. Break into groups of two and role play using the case study of the sisters problem-challenge. Either use the actual case or make up your own case and follow structure.**



Exercise Two

Self -Awareness and Learning

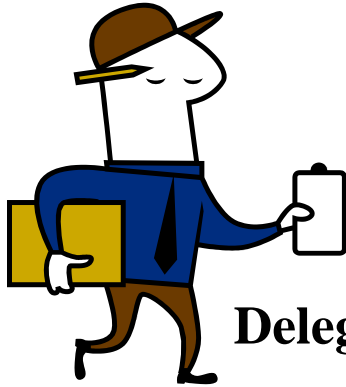
Please fill out the questionnaire about your work habits. When you finish share your learning from having taken the instrument. Answer the following question: “When I reflect on my responses, I am more self-aware of how I”? (3-4 minutes each). Be prepared to share selective responses with the total group and dialogue on the topic of self-awareness and openness to new learning?



Exercise Three

Reading, What did we learn?

Identify a learning point of interest to you by going to the page it is on, read a portion to your small group as they follow your reading out-loud. Each person should participant. **When finished, see if you can come to a collective summary of what the book attempts to teach and your collective learning points? Please be prepared to share with the larger group**



Exercise Four

Delegating, why is it important?

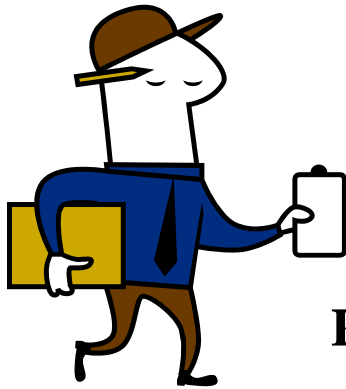
Why are delegation skills important in the your role? Identify in your small group at least ten reasons you should learn to delegate or learn to delegate better? Share your small group learning points with larger group.

Effective Delegation:

- **Increases job performance**
- **Relieves job burnout**
- **Boosts confidence**
- **Reduces errors**
- **Improves relationships among coworkers**
- **Fosters competency**
- **Provides a vehicle for mentoring and coaching**
- **Decreases workloads**
- **Builds teamwork**
- **Elevates employee morale**
- **Alleviates stress**
- **Ensures successful results**
- **Allows you and your staff to get more done on time**
- **Is key to reintroducing energy and passion into your job**
- **Will change your life?**

Six Steps to Effective Delegation:

- 1. Prepare before hand**
- 2. Clearly define the task to be completed. Be specific. Ask person to repeat back to you to ensure they fully understand**
- 3. Clearly outline the time frame within which the delegated task must be done**
- 4. Define the level of authority they are to use with the task (level one: to recommend, level two: inform and initiate, level three: authority to act**
- 5. Identify checkpoints when you will meet with the delegatee to review progress and offer guidance, if needed and schedule these meeting frequently at first, taper off**
- 6. Hold a debriefing session to discuss what went well, what could have been improved, and what has been learned**



Exercise Five

Practice makes perfect!

In the small group, share a delegation situation that needs to be accomplished based on examples you brought from your everyday work context. After each person shares a difficult or challenging situation from their real world, have the group select one to use as a case study. Ask two people to role-play and have the group coach these two folks after their role play using the learning points from the reading and six delegation points. Then select another case and two more folks attempting to engage all folks at the table.

Lunch and Sharing

- Take a break
- Get lunch
- 12:30 Go to page 9 of the “Leadership Report” and share the personality preferences that are **most** predictive of you. Take turns taking no more than three minutes each at the end of lunch
- Each person to identify a significant personal professional- challenge or work issue this year and share it? (limited to three minutes each)
- 1:30 End



“Frio B and MBTI”

Exercise Six

This feedback mechanism is for the purpose of increasing self- awareness and considering new adaptive behaviors that build personal effectiveness. Please follow the instructions as this questionnaire walks you through your results.

- 1. Please individually and privately read thru your report. Make notes and identify learning points. Highlight or underline comments that you find helpful. Pay attention most especially to pages, 3,4,7,14, 15, and 16**
- 2. Using notes from the pages above, share the answer to this question, “ What personal learning did I glean from this review? And the second question, What will I do to better enhance this area at work?”**

