



starfish vilt
virtually engaging

COURSES FOR LEADERS

VIRTUAL & FACE-TO-FACE LEARNING SURROUND ACTIVITIES

Each online virtual and face-to-face instructor led session is accompanied by pre and post work that is completed by each participant

PRE-SESSION WORK

Every participant is sent a small introduction to the concepts of the session. The idea is to get them thinking about their individual situations and how the course content relates

DIGITAL COMMONS

Extra articles, materials, videos and information is supplied through a digital online resource. In addition, participants are presented with guided questions that they have to answer in an open online forum

POST-SESSION WORK

In order to embed the learning from each session (and get participants prepared for the next session during multi-session courses), post course work and guided discussion introduced through the digital access platform

COURSES FOR LEADERS

THE AGILE LEADER

*1 vILT session or
½ -day face-to-face*

OBJECTIVE

Understand the elements of being an agile leader

THE BUILDING BLOCKS OF PEOPLE CENTERED LEADERSHIP

- What does it mean to be an AGILE leader?
- Examine the elements of AGILE:
 - Accountable for self
 - Generate, don't wait
 - Integrative leadership
 - Lead by example
 - Emotional Intelligence
- Examine agile leaders and assess self against objective criteria

COURSES FOR LEADERS

THE ART OF EFFECTIVE FEEDBACK

*1 vILT session or
½ -day face-to-face*

OBJECTIVE

Develop skills to provide and receive feedback in a timely, collaborative, and collegiate manner

GIVING AND RECEIVING FEEDBACK

- Defining what feedback is and is not
- Exploring the two different types of feedback
- Examine why feedback fails
- Learning how to use the 5i-model to provide effective feedback

COURSES FOR LEADERS

BUILDING TRUST

*1 vILT session or
½ -day face-to-face*

OBJECTIVE

To build trust with every employee and across the team

UNDERSTAND THE COMPONENT OF THE TRUST EQUATION

- Building and maintaining trust using the Trust Equation
- Understanding the behaviors and actions that build and destroy trust
- Creating a positive work environment that leads to trusting working relationships
- Explore trust as the foundation for building engaged teams
- Define a set of trust competencies that build effective relationships

COURSES FOR LEADERS

CODIFYING YOUR LEADERSHIP BRAND

*1 vILT session or
½ -day face-to-face*

OBJECTIVE

To analyze and codify your leadership brand

LEADING BY BEING YOUR AUTHENTIC SELF

- Understand what a brand is
- Defining a leadership brand
- Analyzing current perception of your leadership style
- Creating an authentic leadership brand statement that you can live by every day

COURSES FOR LEADERS

COMMUNICATING FOR CLARITY

*1 vILT session or
½ -day face-to-face*

OBJECTIVE

To develop effective interpersonal communication skills for clear understanding

COMMUNICATE CLEARLY AND MINIMIZE MISCOMMUNICATION

- Understand own communication style and how to adapt to the styles of others
- Become a more direct communicator in all interactions including meetings, one-on-ones, and feedback conversations
- Identifying and overcoming the barriers to communication
- Learn about verbal and non-verbal communication
- Practice how to listen effectively and overcome barriers to listening
- Radical Candor: how to communicate more directly in a range of interactions

COURSES FOR LEADERS

CONTRIBUTING AT A HIGHER LEVEL

*1 vILT session or
½ -day face-to-face*

OBJECTIVE

Exploring the shifts and difference required to lead at a higher level while understanding how to navigate through the leadership pipeline

EXPLORING THE LEADERSHIP CHALLENGES

- Understand the challenges associated with moving from one leadership level to the next
- Exploring the new skills required to make the shift to a higher level of leadership
- Learning how to think beyond the role in order to understand how to position self up, down, and across the organization
- Exploring changes in communication, responsibility, and authority when contributing and leading at a higher level

COURSES FOR LEADERS

CHANGE MANAGEMENT

*2 vILT sessions or
1-day face-to-face*

OBJECTIVE

Understand why change causes problems within teams and organizations and learn techniques to help individuals and teams approach change in a healthier manner

WHAT IS, AND WHY, CHANGE?

- Learn about different types of change and why they are necessary
- Understand why change initiatives fail and begin to explore the leader's role in sustaining change
- Realize the importance of clear communication throughout and beyond the change process

RESPONSES TO CHANGE

- Discover individual responses to change
- Learn about change fatigue and the "Marathon Effect"
- Explore stages along the change curve and examine the nonlinear manner in which individuals and teams move through the change process

COURSES FOR LEADERS

COACHING AT WORK

*1-session vILT or
½ -day face-to-face*

OBJECTIVE

Core skills that will enable participants to practically carry out coaching in the workplace.

COACHING AS A DEVELOPMENT TOOL

- Explain the principles of coaching: what it is, what it isn't and how it works in practical terms
- Understand the differences between other development conversations including mentoring, advising, teaching, and delegating
- Describe the best time to use coaching in order to ensure it is at its most effective
- Practically apply coaching methods that get results in the work environment
- Utilize positive questioning and listening techniques that can be applied to coaching scenarios to get the best out of others ability

COURSES FOR LEADERS

COACHING ESSENTIALS

*1-session vILT or
½-day face-to-face*

OBJECTIVE

Provides advice on best practice in the coaching world, looking at the methods used to get the best out of those being coached and how to ensure they are challenged and set action-focused goals.

UNDERSTANDING FUNDAMENTAL COACHING TOOLS

- Identify development needs and implement appropriate solutions
- Establish how people learn and what this means when coaching
- Recognize and remove the obstacles to successful coaching
- Use a model to plan, prepare, and structure a coaching session
- Give feedback for performance improvement

COURSES FOR LEADERS

CREATING TEAM VISION

*1-session vILT or
½-day face-to-face*

OBJECTIVE

How to define your team's vision, set direction, and ensure the right processes are in place to reinforce the direction of the team

ALIGNMENT FOR THE FUTURE

- Defining what a vision is
- Understand how to structure your vision while gaining buy-in and alignment
- Dealing with resistance to new directions and vision attributes
- Communicating the vision in a compelling and inclusive manner

COURSES FOR LEADERS

CRISES MANAGEMENT

*1 session vILT or
½-day face-to-face*

OBJECTIVE

Help manage these situations when they occur and, where possible, avoid them happening altogether

BEING PREPARED AND REDUCING DAMAGE

- Plan, anticipate and avoid crisis where possible
- Manage the reputation of your organization when crisis occurs
- Respond appropriately to crisis
- Address issues of online reputation
- Develop tools that will help support your crisis management plan

COURSES FOR LEADERS

DELEGATING FOR DEVELOPMENT

*1 vILT sessions or
½-day face-to-face*

OBJECTIVE

Understand what delegation is and how it differs from assigning work or simply giving people tasks to work on

THE WHAT AND HOW OF DELEGATION

- Examine reasons why leaders do and do not delegate
- Understand what delegation is and why it is important
- Examine the four phases of delegation
- Learn how to plan a delegation conversation

COURSES FOR LEADERS

DEVELOPING YOUR EXECUTIVE PRESENCE

*2 vILT sessions or
1-day face-to-face*

OBJECTIVE

Learning how to project your leadership brand when meeting people for the first time, running meetings, giving presentations or in any situation where you need to deliver more compelling and persuasive messages and have more productive conversations

DEFINING YOUR LEADERSHIP BRAND

- What is a leadership brand
- Analyze your Johari Window
- Use a structured approach to codifying your personal leadership brand
- Receive peer coaching on your draft brand statement

PROJECTING YOUR BRAND

- Understanding what executive presence means
- Finding a balance between Likability and Capability
- Analyze your micro-inequities and how they may alter how your presence is perceived
- Practice projecting your leadership brand through use of video and peer feedback

COURSES FOR LEADERS

DIVERSITY & INCLUSION

*2 vILT sessions or
1-day face-to-face*

OBJECTIVE

To better equip participants with skills to identify and address sensitive situations, manage and work within a diverse team, reduce the potential of discrimination-related issues and liabilities, and gain a level of self-awareness as to their own perceptions of difference and unconscious bias impulses that may prevent them from including others

UNDERSTANDING SELF

- Describe individual diversity and how each participant differs from one another
- Understand what the dimensions of diversity are
- Understand why inclusion is more often a problem
- Explore individual perceptions, responses and ideas regarding specific situations
- Identify unconscious bias “hot buttons”
- Learn how to avoid acting on unconscious bias impulses

BEING INCLUSIVE

- Learn the benefits of creating a truly inclusive team
- Understand what neuroscience can tell us about how to promote inclusion in diverse teams and organizations
- Learn how to self-modify one’s own thoughts in order to reframe a situation, leading to greater understanding and inclusion
- Understand how to employ a conversation structure that is free of bias and open to new ideas
- Develop skills to deal with challenging situations

COURSES FOR LEADERS

EMPLOYEE ENGAGEMENT

*1 session vILT or
½ day face-to-face*

OBJECTIVE

Understand the importance of employee engagement and the key part it plays in business success and apply tactics that motivate and engage employees, creating advocates for the business

DEVELOPING AN ENGAGED TEAM

- Define and recognize employee engagement
- Design jobs to motivate and engage
- Create an engaging work environment
- Retain your talent
- Use employee engagement strategies
- Prevent disengagement

COURSES FOR LEADERS

EMPOWERING FOR ACTION

*1-session vILT or
½ -day face-to-face*

OBJECTIVE

To understand why and how to empower others within the team

GETTING THE BEST OUT OF YOUR TEAM

- Learn how and why to empower others
- Identify who to empower and build commitment to do so
- Learn how to create an increased sense of individual value in team members
- Learn how to create employee engagement across the team
- Understanding core motivational models: Maslow, Herzberg, Vroom, McClelland
- Knowing when to empower based on Situational Leadership

COURSES FOR LEADERS

LEADING MEETINGS

*1-session vILT or
½ -day face-to-face*

OBJECTIVE

Building personal influence and ensure that meetings are productive and rewarding for the participants.

LEADING MEETINGS

- Consider whether a meeting is always the most appropriate means of communication
- Provide focus for meetings through the use of effective objectives and agendas
- Control meetings to ensure they are effective
- Ensure that agreed actions are assigned and recorded
- Close meetings effectively.

COURSES FOR LEADERS

LEADING WITH INFLUENCE

*2 vILT sessions or
1-day face-to-face*

OBJECTIVE

Understand how to influence people across the organization, specifically when you have no positional power in relation to those individuals

MAPPING YOUR NETWORK

- Outlining the need to lead across boundaries
- Identifying the key players
- Exploring difficulties associated with leading without positional power
- Understand what decisions need to be made and identify the decision rights of each collaborator
- Dealing with conflict and process disagreements

UNDERSTANDING COMMUNICATION

- Providing clarity over the vision and mission of a collaborative initiative
- Creating opportunities for all perspectives to be heard
- Reducing communication biases
- Identifying elements about the initiative that will make others want to collaborate
- Surfacing needs from those you have to influence
- Developing a symbiotic relationship

COURSES FOR LEADERS

LEADING WITH INTEGRITY

*1 vILT sessions or
½-day face-to-face*

OBJECTIVE

Recognize the fundamental importance of operating with integrity as the foundation for being an effective leader

DOING THE RIGHT THING BY DOING THINGS RIGHT

- Discover the components of integrity
- Learn how to act with integrity and why it is necessary to becoming a successful leader
- Learn how integrity links to building trust, managing teams, empowering employees, and motivating individuals
- Utilizing the components of integrity during every moment
- Making Decisions with Integrity
- Operating with Integrity

COURSES FOR LEADERS

MANAGING HIGH PERFORMING TEAMS

*2 vILT sessions or
1-day face-to-face*

OBJECTIVE

Understanding what a high-performing team is and how to build trust across team members to maintain performance and deal with conflict in a pragmatic manner

STAGES OF TEAM FORMATION

- Highlight the key symptoms of teams in each stage of development
- Illuminate the leader's role in moving the team from stage to stage
- Identifying the core elements of a performing team and how to keep them there

BUILDING TRUST

- Identifying the elements of trust
- Discover the role trust plays in effective teamwork
- Learning how to leverage trusting relationships and how to manage conflict that may destroy trust

COURSES FOR LEADERS

MANAGING REMOTE TEAMS

*2vILT sessions or
1-day face-to-face*

OBJECTIVE

Learning how to communicate with, motivate, increase engagement of, and provide feedback to team members who are not co-located with each and with those who work, primarily, by-themselves, removed from the wider team

DEFINITION OF REMOTE TEAMS

- Discover advantages and disadvantages of working with and in remote teams
- Highlight difference between remote and virtual teams
- Explore leader's responsibility when managing a remote team

COMMUNICATION SKILLS

- Explore the critical success factors to communicate successfully with remote team members
- Learn how to give feedback remotely
- Understand the communication gap distance creates

COURSES FOR LEADERS

MENTORING FOR SUCCESS

*3 vILT sessions or
1-day face-to-face*

OBJECTIVE

Help leaders to shape the learning progression of colleagues identified as showing promise, and retain expert knowledge for the business, in order to achieve effective succession.

WORKING AS A MENTOR

- The benefits and pleasures of being a mentor
- Attributes of an effective mentoring program
- Key skills of mentoring and avoiding the pitfalls
- What is the role of the mentor and mentee?
- Learn key skills and how to apply/adapt them to mentoring

SETTING UP THE MENTORING PROCESS

- How to identify mentee needs
- The importance of 'contracting', protecting mentoring time
- Understanding your own learning styles
- Avoiding generational conflicts
- Designing the program and structuring agreements

COURSES FOR LEADERS

MENTORING FOR SUCCESS

Continued...

THE MENTORING MEETING

- How to structure your meetings
- Adopting a style that meets your mentees needs
- Conflicts and challenges in mentoring meetings
- Finding the balance and avoiding becoming too didactic

COURSES FOR LEADERS

PERFORMANCE MANAGEMENT

*2 vILT sessions or
1-day face-to-face*

OBJECTIVE

Understand what performance management is and how to use a reliable process to develop existing performance; why motivation improved performance

THE ROLE OF PERFORMANCE MANAGEMENT

- Understand the importance of consistent performance management
- Learn how to define employee goals, objectives and ambitions
- Examine the importance of consistent and constructive communication
- Learn the difference between written and verbal performance reports

THE PERFORMANCE MANAGEMENT PROCESS

- How to provide feedback that creates action
- Learn how to have difficult performance related conversations
- Use a meeting template to guide the discussion and capture key action items

COURSES FOR LEADERS

PURPOSEFUL MEETINGS

*1 vILT sessions or
½-day face-to-face*

OBJECTIVE

How to make every meeting meaningful and productive, reducing wasted time, unproductive conflict and misalignment on objectives and goals

MAKE EVERY MEETING COUNT

- Uncover why meetings exist
- Discuss productive vs unproductive meetings and analyze what makes them unproductive
- Discuss communication and conflict handling styles
- Introduce a template for meeting success and six tools that help drive meetings towards productivity and inclusion

COURSES FOR LEADERS

UNDERSTANDING TEAM FORMATION

*1 vILT sessions or
½-day face-to-face*

OBJECTIVE

Providing tools for every team member to become aware of behaviors that may reduce team cohesiveness and productivity

DEVELOPING TOWARDS PRODUCTIVITY

- Learn how teams form
- Define the early-warning signs of destructive team behavior
- Identify strategies to improve team cohesiveness and collaboration
- Explore how to keep a team performing well while navigating change