

LEADERSHIP MATRIX

Module Name	Objectives	Skill Points
<p>Essential Skills of Leadership</p> <p><i>Delivery Methods Available: Classroom, Online</i></p> <p>Classroom – 4 hours Online – 1 ½ to 2 hours</p>	<ul style="list-style-type: none"> • Deal with team members on a day-to-day basis in such a way as to maintain and enhance their self- esteem. • Base discussions about performance and work habits on behavior rather than on personalities and attitudes. • Involve team members in goal setting, problem solving and decision- making. 	<ul style="list-style-type: none"> • Maintain or Enhance Team Member Self-Esteem. • Focus on Behavior. • Encourage Team Member Participation.
<p>Essential Skills of Communicating</p> <p><i>Delivery Methods Available: Classroom, Online</i></p> <p>Classroom – 4 hours Online – 1 ½ to 2 hours</p>	<ul style="list-style-type: none"> • See that communication is a two-way process. • Construct clear, concise messages in the interest of the listener. • Manage nonverbal behaviors to reinforce the intent of messages. • Listen actively to improve communication. • Create a climate of open communication, which increases team members' motivation and commitment. 	<ul style="list-style-type: none"> • Create a Climate of Open Communication. • Design Clear, Concise Messages. • Manage Nonverbal Behaviors Effectively. • Listen to Communicate.
<p>Coaching Job Skills</p> <p><i>Delivery Methods Available: Classroom, Online</i></p> <p>Classroom – 4 hours Online – 1 ½ to 2 hours</p>	<ul style="list-style-type: none"> • Understand what coaching is, why it is important, and how it supports individual and company goals. • Prepare for a coaching session by using observation and analysis to build a plan for a successful dialog. • Hold a coaching conversation that improves an individual's performance and increases productivity. • Use coaching as a way to build a valuable sense of teamwork between the team leader and team member through communication, shared goals and collaboration. 	<ul style="list-style-type: none"> • Observe and Analyze Performance. • Identify Area of Performance that Needs Improvement. • Demonstrate How Task Should be Performed and Ask Team Member for Questions. • Have Team Member Demonstrate and Give Team Member Feedback on Performance. • Set Up Time for Review.
<p>Improving Work Habits</p> <p><i>Delivery Methods Available: Classroom, Online</i></p> <p>Classroom – 4 hours Online – 1 ½ to 2 hours</p>	<ul style="list-style-type: none"> • Recognize the difference between job performance and work habits. Managers will understand that a work habits discussion is not coaching and requires different skills for successful resolution. • Understand that unsatisfactory work habits must be dealt with quickly and effectively before they require disciplinary action. • Explain clearly and specifically the nature of the team member's unsatisfactory work habit while focusing on behaviors rather than attitude. • Use an action plan and ongoing reviews to help team members improve work habits and demonstrate personal accountability. 	<ul style="list-style-type: none"> • State problem clearly and specifically. • Ask team member's view. • Ask team member for solution. • Agree on plan. • Set up time for review.
<p>Resolving Conflicts</p> <p><i>Delivery Methods Available: Classroom, Online</i></p> <p>Classroom – 4 hours Online – 1 ½ to 2 hours</p>	<ul style="list-style-type: none"> • Accept conflict as an inevitable part of all work situations and deal with it in order to maintain individual and team focus and productivity. • Recognize the positive and negative impacts of conflicts and leverage conflict to everyone's advantage. • Distinguish between the two major sources of conflict so that they it can be resolved fairly and effectively. • Establish a cooperative atmosphere to resolve conflicts when they arise. 	<ul style="list-style-type: none"> • Ask each team member to state problem. • Ask each team member to state other's view of problem. • Ask each team member to confirm accuracy of other's restatement. • Focus on objective facts, areas of mutual need or mutual goals. • Ask each to suggest solutions. • Bring both to agreement on specific steps to resolve conflict and set up time for review.

<p>Supporting Change</p> <p><i>Delivery Methods Available: Classroom, Online</i></p> <p><i>Classroom – 4 hours</i> <i>Online – 1 ½ to 2 hours</i></p>	<ul style="list-style-type: none"> • Understand why change happens, how people react to it, and how to support team member's struggles with change. • Involve team members in a change initiative by promoting their understanding and ownership of the change and its benefits. • Plan for individual or group follow-up sessions that support the change process and reinforce personal and organizational goals. 	<ul style="list-style-type: none"> • Detail coming change and explain reason for it. • Let team member ask questions, express opinions and concerns. • Respond to team member's questions and concerns. • Get commitment and set up time for review.
<p>Effective Discipline</p> <p><i>Delivery Methods Available: Classroom, Online</i></p> <p><i>Classroom – 4 hours</i> <i>Online – 1 ½ to 2 hours</i></p>	<ul style="list-style-type: none"> • Use the techniques of effective discipline to eliminate problem behavior. • Communicate concerns in terms of behavior rather than perception or opinion. • Minimize defensiveness and focus on solutions. • Reduce conflict avoidance behaviors that undermine team morale, impact perceived fairness and impede overall productivity. • Review performance to make sure the problem is resolved. • Recognize the importance of team member participation in defining the problems and solutions. 	<ul style="list-style-type: none"> • State Performance Problem. • Ask Team Member's View. • Ask Team Member for a Solution. • Agree on Plan.
<p>Delegating</p> <p><i>Delivery Methods Available: Classroom, Online</i></p> <p><i>Classroom – 4 hours</i> <i>Online – 1 ½ to 2 hours</i></p>	<ul style="list-style-type: none"> • Understand the role of delegation in time management, resource utilization, job satisfaction and overall team productivity. • Use a delegation process that ensures team member participation, involvement, and success so that what needs to be done gets done – properly and on time. • Establish a team member's responsibility and authority for a delegated task – creating a framework for accountability and personal growth. 	<ul style="list-style-type: none"> • Explain need for delegation. • Use delegation of task to motivate. • Explain task and ask team member's view. • Specify responsibility and authority. • Confirm team member's understanding and set up time for review.
<p>Communicating Up</p> <p><i>Delivery Methods Available: Classroom, Spanish</i></p> <p><i>Classroom – 4 hours</i> <i>Online – 1 ½ to 2 hours</i></p>	<ul style="list-style-type: none"> • Understand the importance of framing all communication with their manager in terms of his/her self-interest. • Enter meetings with their manager armed with a well-thought-out and clearly stated objective. • Clearly link their objective with facts that support their plans and goals. • Work with their manager to uncover any questions or reservations he/she may have concerning their message. • Move conversations toward agreement with questions that focus on the benefits to be gained when the objective is reached. • Clearly and concisely restate the decisions that results from Communicating Up and insure that those decisions are mutually understood. 	<ul style="list-style-type: none"> • State objective concisely in terms of the needs and interests of their manager. • Detail objective and support it with facts. • Ask for and/or respond to questions. • Probe for agreement. • Summarize and confirm conclusion.
<p>Managing Complaints</p> <p><i>Delivery Methods Available: Classroom, Online, Spanish</i></p> <p><i>Classroom – 4 hours</i> <i>Online – 1 ½ to 2 hour</i></p>	<ul style="list-style-type: none"> • Understand why all team member complaints must be dealt with rather than ignored or dismissed. • Be more sensitive to all the problems-minor or trivial, real or imagined-that can lie behind complaints. • Understand techniques used to determine underlying problems, which are not always the same as those the team member thinks are responsible for his/her difficulties. Use various techniques to solve such problems while maintaining a positive relationship with the team member. 	<ul style="list-style-type: none"> • Ask team member to detail complaint. • Get agreement on substance of complaint. • Ask team member for solution. • Schedule time for investigation and agree on action plan. • Set a date for follow-up meeting.

<p>Developing Performance Goals and Standards</p> <p><i>Delivery Methods Available: Classroom, Online, Spanish</i></p> <p><i>Classroom – 4 hours</i> <i>Online – 1 ½ to 2 hours</i></p>	<ul style="list-style-type: none"> • Define goals, objectives, and performance standards. • Identify and set performance standards that are specific, measurable, attainable, results oriented, and time-framed, using concrete active language. • Establish time limits for all performance standards. • Involve team members in creating their own individual performance standards. • Negotiate to develop performance standards for team members that address both desired results and team members' capabilities. • Monitor team members' progress toward their goals by holding individual review meetings. 	<ul style="list-style-type: none"> • State broad goal of the plan. • Ask team member's view of what his or her performance standards should be within the plan. • Negotiate by modifying unrealistically high or low performance standards. • Agree on a set of performance standards that are clear, specific, and measurable. • Confirm team member's commitment and set up review.
<p>Providing Performance Feedback</p> <p><i>Delivery Methods Available: Classroom, Spanish</i></p> <p><i>Classroom – 4 hours</i></p>	<ul style="list-style-type: none"> • Base assessments on facts and behavior. • Assess performance. • Use positive feedback to motivate team members. • Gain team member participation in assessment. • Gain team member agreement with the assessment. • Gain team member commitment to the change needed to improve performance. 	<ul style="list-style-type: none"> • Ask for team member's evaluation and give your evaluation of performance. • Identify what would help maintain or improve performance. • Ask team member to identify how improvement can be achieved. • Agree on plan. • Get commitment and set up review.
<h2 style="text-align: left; margin: 0;">SERVICE MATRIX</h2>		
<p>Winning Through Customer Service – New Edition</p> <p><i>Delivery Methods Available: Classroom, Online</i></p> <p><i>Classroom – 12 hours</i> <i>Online – 1 ½ to 2 hours per component</i></p>	<ul style="list-style-type: none"> • Demonstrate professionalism on the job while building a proactive, problem-solving culture. • Use essential communication skills in dealings with customers. • Recognize characteristics of human behavioral style and opportunities to adapt to their personal style. • Identify and utilize a structured process/model for conducting customer service transactions. • Master strategies for dealing appropriately with difficult customer situations. 	<ul style="list-style-type: none"> • Establish a professional relationship. • Identify how to help the customer. • Provide the required assistance • Complete the transaction and follow-up
<p>STAR</p> <p><i>Delivery Methods Available: Classroom, Online</i></p> <p><i>Classroom – 4 hours</i> <i>Online – 1 ½ to 2 hours</i></p>	<ul style="list-style-type: none"> • Effectively integrate the expectations of your customer's organizations, and yourself into your performance as a service professional. • Successfully apply each of the essential communication skills in your role as a service professional : listening, questioning, paraphrasing, and explaining. • Consistently employ the STAR Service Process with empathy to achieve positive memorable results 	

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