

Foundational Skill Sets

- *Leadership Principles*—This session highlights the critical interpersonal and communication skills that every leader must possess to be effective. The core of effective leadership is relationships, and forming and reinforcing relationships using a base of respect, trust, and shared values is critical. You manage and lead whole people.
- *Performance Expectations*—The majority of situations where we don't get the performance we want originate in the process of setting and reinforcing clear expectations. This session gives managers a process for both setting and realigning expectations to get the performance the organization requires.
- *Constructive Feedback*—One of the biggest reasons employees underperform and leave organizations is because they do not feel they receive adequate meaningful feedback from their immediate manager. Feedback that is not concise, clear, and tied to performance doesn't improve performance whether positive or negative.
- *Corrective Action*—Every manager will encounter situations where they are not getting the performance they expect; the key is how they address performance deficiency. In this session we explore diagnosing performance issues and apply the right solution to get the performance we desire.
- *Listening Effectively*—The ability to listen effectively and distinguish critical information is a foundational skill set for leaders that impacts everything from hiring and selection to optimizing performance. Listening involves both verbal and non-verbal communication. Great listeners make great leaders.
- *Positive Reinforcement*—Providing positive recognition is key to fostering alignment with organizational goals and reinforcing employee confidence. It requires the same clarity as providing constructive feedback rather than just a vague "atta-boy." Good managers use reinforcement to recognize good work; great managers use it proactively to drive performance to higher levels.

New Paradigms

The Leadership Series

Leaders are generally not judged on their personal output. What would be the point of evaluating them like individual contributors? Rather, **most leaders are judged on how well they've hired, coached, and motivated their people**, individually and collectively—all of which shows up **in the results**.

— Jack Welch

Our Approach to Leadership

At New Paradigms, LLC, we agree with Mr. Welch: ***The management and leadership of others is different.*** We also believe that the skills to be an effective leader and manager can be taught, they are not inherited.

With that in mind, we have created a leadership development program to expose current and emerging leaders to the key skill sets required to be an effective manager.

You have to look at leadership through the eyes of the followers, and you have to live the message. What I have learned is that people become motivated when you guide them to the source of their own power and when you **make heroes out of employees who personify what you want to see in the organization.**

— Anita Roddick



About Our Faculty

Molly B. Scurto

Molly possesses Bachelors and Masters Degrees in Education and Education Administration and additionally is a certified Master Trainer for AchieveGlobal, a certified Professional in Human Resources, and in the Keychange Institute coaching and facilitation process.

Molly possesses over 15 years of consulting experience in the public and private sector working with clients including health care, industrial products, retail services, transportation, aggregates and construction and others.

Molly's particular expertise is in leadership, communication, engagement strategies, human resource management, mentoring and coaching, facilitation and team process coordination, and strategic planning initiatives, including corporate culture.

Mark F. Herbert

Mark F. Herbert has over 30 years of combined corporate management and consulting experience in industries ranging from high technology and financial services to healthcare and ecotourism. His most recent corporate role was as Chief Operating/Relationship Officer for one of Oregon's largest credit unions.

Using a model based on an integrated, systemic approach that includes strategies to address five key elements, respect, responsibility, information rewards, and loyalty, Mark facilitated and led teams and initiatives resulting in increased market share, improved profitability, and received national recognition for programs in education and healthcare management while an officer at a large credit union. He has been a speaker and presenter at conferences on a local, regional, and national basis on leadership, change management, and human resources related topics and is recognized nationally by LinkedIn, BestThinking, and several other professional organizations as a leading expert in Organizational Development and Employee Engagement.



Visit our website at:

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The Leadership Series

Advanced Skill Sets

- *Building Trust-Based Cultures*—Trust is the foundation of all effective and cohesive relationships yet it is a concept that we either assume or ignore in the management and leadership literature. Trust comes in multiple levels and organizations that weave identity-based trust into the fabric of their organization enjoy levels of performance that others can only aspire to. Identity-based trust must be earned; it doesn't come with a title or position.
- *Managing Conflicts and Differences*—The complete absence of conflict is complacency, and complacency doesn't lead to optimal performance. In this session, we explore how to identify and utilize healthy conflict to increase performance and why incorporating diversity into the team and organization is a competitive advantage.
- *Managing Change*—People don't resist change, they resist being changed. Understanding and managing through the barriers to sustained change like loss of congruency and implicit versus explicit learning help leaders become successful change agents and catalysts.
- *Leading and Managing Teams*—People and teams go through stages of acceptance and readiness. The ability to recognize the stage for both individuals and teams is a higher order leadership skill set. We get the behavior we manage for so let's manage for excellence!
- *The Human Resources Pyramid*©—Similar to Maslow's hierarchy, every employee goes through levels of alignment with their job and their organization. Understanding each stage of the pyramid and answering the six questions that all highly engaged employees can answer leads to top performing organizations.
- *Moving from Compliance to Commitment*©—Employees who rate themselves as highly engaged outperform their counterparts by as much as 140% and organizations who enjoy high engagement outperform their competitors in every key performance indicator. Engagement is a culture not a program. This capstone unit integrates the learnings from the previous units to help leaders and organizations enjoy the engagement difference.

Each of these sessions ranges from two to two and a half hours and includes concepts and group discussion, real play, planning tools, job aids, and a process for accountability in applying it back on the job. The sessions are integrated and get best results when participants complete the series.

The Foundational Skill Sets or similar previous training is a highly recommended prerequisite for the Advanced Skill Set training.



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