

Module	Summary	Rationale	Objectives	Competencies
1. Build Trust, Credibility, and Respect	This module looks at the relationship between trust, credibility, and respect and provides principles and tools for restoring broken trust and building a trust-driven work environment.	<p>Some statistics say that a staggering 40% of employees don't trust management – and without trust, employees feel a sense of uncertainty, insecurity, and worry that creates a barrier to effective performance.</p> <p>With our current business reality and global economy revolving around relationships and partnerships, the ability to establish, cultivate, and restore trust with our colleagues, employees, vendors, and customers is an essential leadership capability.</p>	<ul style="list-style-type: none"> <li>• Understand the relationship between trust, credibility, and respect</li> <li>• Minimize trust-busters and restore broken trust</li> <li>• Apply principles to cultivate a trust-based work environment</li> </ul>	<ul style="list-style-type: none"> <li>• Interpersonal Skills <b>(primary)</b></li> <li>• Professionalism <b>(primary)</b></li> </ul> <p><b>Related Competency Categories:</b></p> <ul style="list-style-type: none"> <li>• Values</li> <li>• Leadership</li> <li>• Cultural Competence</li> </ul>
2. Building Employee Engagement	The tangible and intangible costs of employee turnover have a direct impact on the bottom line and on customer retention and loyalty. As a manager, you need to be able to assess the loyalty level of current employees, recognize the signs and impact of burn out, and be proactive in keeping employees loyal and engaged.	Remember the days when a young person starting a career joined a company and would stay with that company until retirement? With the prospect of job security and a pension, employee loyalty was, for the most part, a given. Decades ago, people, on average, held two jobs in their lifetime. Now, organizations struggle to recruit and maintain effective associates.	<ul style="list-style-type: none"> <li>• Understand the changing workforce and why employees defect</li> <li>• Discover how turnover impacts the bottom line</li> <li>• Learn the signs of restlessness and disengagement</li> <li>• Explore the power of a loyal staff</li> </ul>	<ul style="list-style-type: none"> <li>• Leadership <b>(primary)</b></li> <li>• External Awareness <b>(primary)</b></li> </ul> <p><b>Related Competency Categories:</b></p> <ul style="list-style-type: none"> <li>• Initiative</li> <li>• Teamwork</li> <li>• Communication</li> </ul>

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3. Supportive Coaching and Directive Coaching	Coaching associates to help them succeed and to maintain performance standards is often difficult for everyone involved. Managers need to know when to apply either supportive or directive coaching and be able to analyze the readiness level of their people to receive coaching.	<p>Coaching is a major responsibility of every manager, and for many people it can be a major challenge. Managers need to be able to maintain performance standards, be certain people are following policies and procedures, and hit individual and team targets. And you have to do all of this through other people.</p> <p>Good managers know that building relationships with their associates is the only way to achieve these objectives in the long run. They have to be able to use a variety of coaching techniques and approaches, depending on the person and the circumstances. The right blend of supportive and directive coaching can bring out the best in everyone.</p>	<ul style="list-style-type: none"> <li>• Understand the differences between supportive and directive coaching</li> <li>• Evaluate how different people will respond to coaching</li> <li>• Apply directive coaching to close behavior gaps</li> <li>• Avoid coaching sidetracks</li> <li>• Apply supportive coaching to create buy-in</li> </ul>	<ul style="list-style-type: none"> <li>• Results Oriented <b>(primary)</b></li> </ul> <p><b>Related Competency Categories:</b></p> <ul style="list-style-type: none"> <li>• Values</li> <li>• Initiative</li> <li>• Leadership</li> </ul>
4. Delegation	Delegation (rather than dumping) can be used to develop people or go to achieve specific organized outcomes. Identifying who is ready for delegation and using a collaborative process clarifies the level of control needed to affix accountability.	Once decisions have been made by a group or individual, the next step is to determine, “Who will do what, when, and to what standard?” Delegation is the process of sharing responsibility for results. Leaders determine the ultimate objectives to be met and the resources available, yet they share and collaborate on the plan of action.	<ul style="list-style-type: none"> <li>• Delegate tasks and responsibilities to develop and train others</li> <li>• Plan and prepare for a delegation meeting</li> <li>• Communicate clear performance standards for follow-up and accountability</li> <li>• Understand the Empowerment Cycle</li> </ul>	<ul style="list-style-type: none"> <li>• Accountability <b>(primary)</b></li> <li>• Human Resource Management <b>(primary)</b></li> </ul> <p><b>Related Competency Categories:</b></p> <ul style="list-style-type: none"> <li>• Interpersonal Skills</li> <li>• Cultural Competence</li> <li>• Leadership</li> </ul>

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