



LEADERSHIP  
THROUGH **PEOPLE SKILLS**®

# LEADERSHIP THROUGH PEOPLE SKILLS

*Pework Articles*



# LEADERSHIP THROUGH PEOPLE SKILLS

## Workshop Overview

### What You'll Learn

LTPS focuses on developing people skills that help you attain leadership success and improve team success.

You'll learn to:

- Communicate more effectively; motivate people better; and plan, organize, and conduct interactions so they're more productive
- Size-up other people's behavior more accurately and understand them better so you can respond appropriately
- Use skills to become more effective by increasing the productivity of your direct reports, gaining the cooperation of your peers, and working more collaboratively with your managers.

### Hands-On Learning

The workshop is interactive and lively. Early on, you'll discuss and explore the skills and concepts presented in Prewrite. This will be supported by video demonstrations. As the workshop progresses, you'll spend more time with your team in "hands on" learning, practicing the application of what you've learned. You'll even work through a role-play based on a situation from your own job. Finally, your team will discuss recommendations that you can apply immediately to improve your leadership skills.

### Importance of Prewrite

Before attending the workshop, it's critical that you complete the **My Behavior Footprint Survey**, read the Prewrite articles, and complete the **Real-Life Case Worksheet**. We think you'll find the workshop Prewrite interesting and engaging enough that it won't seem like "work" at all.

### Prewrite Articles

You'll find articles on leadership, communication, motivation, and structuring a conversation. Read the one on leadership first because it introduces you to the **DIMENSIONAL® MODEL OF BEHAVIOR™**, a management tool designed to increase the productivity of every interaction you have with the people around you. This article introduces you to ideas and some terms that are referred to in the other articles.

### Real-Life Case

What has made this workshop unique and so helpful for the many who have attended is that it offers you an opportunity to practice a real-life interaction that you would like to have with someone where you work. By working out a strategy and practicing a role-play with your team in the workshop, you will gain tremendous insight for conducting the meeting successfully when you return to your job. Many past participants have considered working on their real-life case to be their favorite and the most valuable part of the workshop. It makes the workshop relevant and customized to your needs.

# Workshop Agenda

## Day 1

- THE DIMENSIONAL® MODEL OF BEHAVIOR™
- The Five-Step Format
- Behavior Analysis
- Real-Life Case Role-Play

## Day 2

- Influencing Without Authority
- Behavioral Strategies
- Video Demonstrations
- Real-Life Case Role-Play

## Day 3

- Real-Life Case Role-Play
- Developing Action Plan for the Workplace
- Graduation



# Prework

Your Prework consists of completing a survey, reading four short articles, and completing a brief worksheet. The links below will take you to the individual tasks. Links at the end of each article also take you to the next step of your assignment.

## Survey

A large part of the LTPS workshop experience is devoted to your better understanding your own behavior. Before you dive into the articles and worksheet, complete **My Behavior Footprint**. Bring a copy of the completed survey to the workshop with you.

## Articles

Read the following articles in the order shown.

Article 1: Leadership	"A Model For Leadership Behavior"
Article 2: Communication	"Nobody Cares What You Have to Say ... Until You Give Them a Reason"
Article 3: Motivation	"Maximizing People's Strengths"
Article 4: Structuring a Conversation	"Try Discussing It One Step at a Time"

## Worksheet

It's critically important that you complete the **Real-Life Case Worksheet** before attending the workshop — and that you bring a copy of the completed form with you to the workshop.



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# Survey

## My Behavior Footprint

One of the proven ways to better your communication with colleagues is to assess your own behavior during interactions.

Before reading the Pework articles, distribute 100 points among the four descriptions to represent the percentage of your behavior in workplace interactions. (**Note:** You do not have to put points next to every description, only those that apply to your behavior at work.)

**Complete only this side of the worksheet, but bring a copy of both sides to the workshop.**

<b>Behavior With Peers</b>
A leader can either lead or be led, You make every effort to lead your peers.
<b>Behavior With Direct Reports</b>
You push, demand, drive, ("Most people want a strong leader to tell them what to do. My direct reports know who's boss.")

\_\_\_\_\_ %

<b>Behavior With Peers</b>
You feel that it doesn't matter who leads. The important thing is that both peers pull together.
<b>Behavior With Direct Reports</b>
You believe that optimism and encouragement get results. ("Being a leader is something like being a cheerleader. You can't let your people get discouraged.")

\_\_\_\_\_ %

<b>Behavior With Peers</b>
You're better off staying on the sidelines, while a peer takes the pressure.
<b>Behavior With Direct Reports</b>
You downplay your role as an influence on others. ("Don't kid yourself. No matter how hard you try to lead people, they're going to end up doing pretty much as they please.")

\_\_\_\_\_ %

<b>Behavior With Peers</b>
You believe that results, not glory, are what counts. Leadership on a project may fall to one peer with superior expertise.
<b>Behavior With Direct Reports</b>
You try to guide direct reports to awareness and use of their leadership potential. ("Leadership is helping direct reports do what they've got it in them to do. A leader is a developer of people.")

\_\_\_\_\_ %

After completing this form, please print a copy and bring it with you to the workshop.

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A leader can either lead or be led, You make every effort to lead your peers.	_____ %	You feel that it doesn't matter who leads. The important thing is that both peers pull together.	_____ %
Behavior With Direct Reports		Behavior With Direct Reports	
You push, demand, drive, ("Most people want a strong leader to tell them what to do. My direct reports know who's boss.")		You believe that optimism and encouragement get results. ("Being a leader is something like being a cheerleader. You can't let your people get discouraged.")	
Behavior With Peers		Behavior With Peers	
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