

A comprehensive two-day workshop that delivers the skills and knowledge critical to building, leading and sustaining peak-performance teams

Excelling as a Highly Effective TEAM LEADER

Managers, supervisors and team leaders will all benefit from this comprehensive two-day workshop on the essentials of leading teams to peak performance

Learn the skills you need to become an exceptional leader:

- How to build a cohesive, results-oriented team from a group of diverse individuals
- Motivational techniques that inspire team members to want to perform at their peak
- How to help your team carve its own identity while accomplishing the goals of the organization
- How to grant the team more decision-making and problem-solving authority as it matures
- How to resolve flare-ups and differences among team members
- How to gain team member commitment to policy and procedural changes that are critical to the success of the organization
- How to conduct focused, productive meetings that turn ideas into action
- And much, much more

See pages 4 and 5 for the course agenda!

**We're
coming
to your
area ...**

Enroll today! Call toll free 1-800-873-7545



Lead your team to a **WINNING PERFORMANCE ...**

You've been given the lineup, you know the game plan, and now the clock's ticking. It's time to get your team into the game and producing results. In today's results-focused workplace, you need the skills for coaching workers to high-quality, top-notch performances day after day.

In *Excelling as a Highly Effective Team Leader*, you'll learn what it takes to provide your team with the leadership, motivation and guidance it needs to succeed. You'll develop the skills and learn the practical techniques for achieving your true potential as a team leader who earns workers' trust, respect and enthusiastic effort.



Learn the skills that will make you more effective and your team more productive

The best team leaders have a clear vision of their goals and the organization's goals. More important, they have a passion that allows them to communicate that vision and rally others to share in and achieve it.

In *Excelling as a Highly Effective Team Leader*, you'll learn the personal leadership characteristics and skills that spark the kind of energy and enthusiasm that makes productivity and performance soar. You'll get step-by-step guidelines and practical advice for transforming individuals into a creative, effective and peak-performing team.

The essential team leadership skills and time-tested ideas you'll take away from this powerful two-day workshop have yielded measurable results for successful organizations across the country. Here's a sample of what you'll learn:

- How to coordinate, clarify and focus team members' efforts without cutting into their creativity
- How to provide feedback that encourages, inspires and sparks results
- How to set goals and boundaries that can change and empower the team as it matures
- How to resolve common problems that can negatively affect team productivity
- How to encourage the exchange of ideas and opinions without risking common team goals and vision
- How to communicate your team's successes, goals and achievements to upper management
- Innovative methods that facilitate and accelerate group decision making and problem solving

Why spend valuable time learning or fine-tuning these critical skills through trial and error? Get the solutions that other successful managers, supervisors and team leaders across the country are using to lead workers to peak levels of performance.

Call 1-800-873-7545 or on-line at www.skillpath.com to reserve your place today. See you at the workshop!

Build teamwork that gets bottom-line results!

When you attend this fast-paced two-day workshop, you'll improve your skills immediately in 6 critical areas:

1) You'll be more confident and more effective at leading teams.

Successful team leaders know how to motivate, inspire, coach, counsel, train and empower team members. You'll learn the 4 critical stages of development in an evolving team, what to expect from team members at each stage and what you can do as the team leader to get them to advance to the next level ... which types of leadership styles work best with individual team members—and with the group as a whole ... and how to get team members to accept changes in procedure and responsibilities as a project progresses.

2) You'll be able to convey to team members that “Together Everyone Achieves More.”

Teamwork doesn't just happen. It takes effective leadership to mold an assortment of individuals into a cohesive group that works together toward a common goal. You'll learn how to overcome the obstacles that can keep teams from setting goals ... how to help workers with different interpersonal styles to work in harmony ... how to get the team to accept new ideas and new members without causing friction ... and techniques for measuring your team's progress.

3) You'll learn how to create a work environment that motivates, energizes and inspires.

A true leader knows that people can't be motivated—they have to motivate themselves. In this workshop, you'll learn how to tap into workers' inborn motivation ... how to reestablish trust when an unpopular decision is made ... how to revitalize a team that's not producing up to expectations ... and how to offer meaningful rewards and praise.

4) You'll communicate more effectively.

Great team leaders know that crystal-clear communication is critical to keep the team performing at its highest level. You'll learn why listening often communicates more to

team members than talking ... how to get team members to accept criticism and act on it constructively ... communication clues that put you on alert that trouble's brewing ... and tips for ensuring that all team members have an opportunity to participate in the exchange of ideas during meetings.

5) You'll be better equipped to deal with conflict and performance problems.

Seasoned leaders know that team members can possess outstanding technical know-how and still fail in their mission. Why? Because problems with interpersonal skills can lead to conflict and performance roadblocks. You'll get instant solutions for handling situations such as these: How to bring the behavior problems of individuals under control before they negatively influence the team as a whole ... how to determine whether more training is the cure for subpar performance ... how to deal with team members who frequently miss deadlines ... how to nip finger pointing in the bud ... and dozens of techniques for putting a stop to potentially destructive problems before they start.

6) You'll learn how to involve the team in problem solving and decision making.

Successful team leaders realize that team members must be involved in the problem-solving and decision-making process. You'll learn how to gradually give team members more authority as they advance in their roles ... the differences among common group decision-making techniques ... how to keep “groupthink” from settling in ... how to choose the *best* solution when several options are available ... how to get team members to reach consensus on an idea ... and how to ensure team members act on and take responsibility for their decisions.

And much more—take a look at the complete two-day outline on pages 4 and 5.



Is Excelling as a Highly Effective Team Leader worth two days of your valuable time?

YES! But don't just take our word for it. Read what past participants have to say:

“This workshop provided me with excellent information on how to get a team to come together. The trainer was great and now I can take this valuable information back to my agency and watch the team spirit rise.”

– Rick Brown, Security Supervisor
YWCA of Greater Milwaukee

“I now know what it takes to be a great team leader, and I look forward to applying what I've learned at my office.”

– Lisa Halpin, Traffic Manager
World Health Communications

“I found the workshop stimulating and motivating, and it comes highly recommended. The content and examples apply to situations at work and will be effective in my job performance and dealing with others.”

– Paula Trotman, RN/Manager
St. Vincent de Paul Residence

“Great speaker. Wide range of examples to help us understand the meaning of teambuilding and coaching. This workshop will definitely help me achieve a better relationship with my team.”

– Alain Allen, Supervisor
Hagen Industries

To enroll, call toll free 1-800-873-7545, on-line at www.skillpath.com
or fax us your registration at 1-913-362-4241

COURSE AGENDA

Day one

9 a.m. to 4 p.m.

Characteristics of successful team leaders

- 10 critical behavioral skills successful team leaders must master
- Transitioning to a team environment: Understanding the differences between supervisors/managers and team leaders
- How to gain the acceptance and trust of team members when you're replacing another team leader
- Stand up and shout—or should you? How to promote your team and its accomplishments to upper management
- Understanding your team's purpose and position within the organization
- Why every successful team leader is also a group member
- Strategies for keeping yourself motivated and energized as a team leader

How to build a team that gets results

- The 4 key words that describe every top-performing team
- How to overcome the 10 major obstacles that keep teams from effectively setting goals
- Calling a team a team doesn't make it one: Find out the 13 key characteristics that make a successful team
- Team chemistry: Personality and interpersonal styles that lead to collaboration—and also to conflict
- Why it's important to help your team develop a written “code of conduct”
- DIAMOND: A can't-miss formula for planning and setting achievable team goals
- How to get the team to welcome new members without feeling threatened
- Understanding the primary reasons teams fail to accept responsibility
- 9 keys to putting an end to reverse delegation
- Benchmarks for evaluating a team's progress, performance and bottom-line results

Creating a motivating team climate

- How team leaders sometimes inadvertently contribute to a lack of team performance
- Overcome the myth of motivation by remembering these 2 key points
- The 4 different team climates a leader can create—use this Team Leader Effectiveness Grid to find out which one you've fostered for your team
- The keys to building trust between team members and the team leader, especially after a negative or unpopular decision has been made
- How to renew and refuel a team that starts off with enthusiasm and energy but soon becomes discouraged
- How to recognize team accomplishments when one team member constantly tries to take all the credit for the group's performance
- How to inspire and motivate a team that routinely has more work than it can reasonably handle
- People give when they get: Key points to keep in mind when planning incentives and rewards

The changing role of the team leader

- The 4 stages of team development—and the team leader's role in each
- How well do you coach and counsel your team? Use this exercise to find out how you're influencing your team's development
- Riding the fast track to continuous improvement: How to identify and respond to team members' needs as they move through the 4 stages of team development
- How to identify your team's current stage of development
- How to gradually release more power, influence and authority to the team as members mature and jell in their roles
- The 2 critical factors for getting team members to accept change
- How to use delegation to push team members to take action and get results
- The 2 most common leadership styles—and a leadership approach that incorporates either or both, depending on the needs of team members
- Understanding the single most important function of the team leader
- Understanding when to “coach” and when to “direct” in order to elicit the best performance from team members

Tuning in to critical communication cues

- The 4 components of effective communication
- 8 tips for helping team members communicate better with each other, with customers and with you
- How to get team members to listen to and accept criticism from one another
- Tips for training team members on how to get and give feedback from customers
- The common barriers to effective listening and how to overcome them to strengthen relationships among team members
- How to help team members understand the difference between “acceptance” and “agreement”
- 6 benefits of asking *good* questions—and the 5 types of questions to avoid

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Just two days—a small investment for the lifetime of achievement you'll gain from your increased effectiveness and success in leading teams

Day two

9 a.m. to 4 p.m.

Dealing with performance problems

- How to nip the behavior problems of individual team members in the bud before they negatively impact team performance
- Understanding the 3 major types of problems that keep team members from performing at their peak—and the specific actions you can take to counter each type
- A sure-fire approach for getting team members who choose not to perform to not only change but to grow
- How to determine when additional training is needed to smooth out rough spots in performance
- 4 critical steps to making sure your discipline sticks
- How to conduct an effective performance review
- How to deal with “eager beavers” who don't produce
- A dozen key areas to examine when the team as a whole is experiencing performance problems

Shared problem solving and decision making

- The 3 primary problem-solving and decision-making styles most teams utilize—and the pros and cons of each
- What keeps teams from solving problems? How to identify the major obstacles that can paralyze innovative thinking and grind progress to a halt
- The team leader's role in the rational problem-solving process
- How to use brainstorming as a tool for encouraging the free exchange of ideas and solutions
- Avoid conflict and controversy with this proven technique for making choices when several excellent alternatives are on the table
- How to establish a creative, synergistic decision-making climate
- How to identify your own preferred problem-solving style—and how it affects the team
- What to do when team members are too willing to compromise instead of working through problems
- How to gain cooperation when some team members won't abide by the decisions made by the team as a whole
- How to finally reach consensus when one member of the team refuses to compromise
- How to get your team to make decisions when team members want to be told what to do
- The top 10 factors that influence a team's decision-making process

Dealing with team conflict

- The key to promoting team harmony and minimizing disagreements
- How to recognize potentially counterproductive or destructive team member activities—and how to deal with them before they lead to conflict
- Why you can't sweep team conflict under the rug
- Proven methods for structuring and conducting successful conflict-resolution meetings
- A 10-step disciplinary process that addresses misconduct openly and frankly

- The 5 levels of team conflict and what you can do to help mitigate the factors that cause them
- 10 conflict-avoidance tips team leaders can practice in any team situation
- How to deal with interpersonal problems that can threaten team cohesiveness
- How to deal with team members who spend more time competing with each other than cooperating
- What to do with team members who go directly to upper management when they disagree with a team decision
- How to get your team to work effectively with other teams so that work flows smoothly and the organization's goals are achieved
- How to use the RISC strategy to work through conflict
- The 3 ways teams commonly mishandle anger—and how to help team members redirect it

Conducting effective team meetings

- Why the time you spend planning and preparing for a meeting is as important as the meeting itself
- 5 key elements of an effective meeting agenda
- 10 tips for leading purposeful, productive team meetings
- How to create an environment that encourages team members—even untalkative ones—to fully participate in the exchange of ideas
- Telltale clues that your meetings are floundering—and what you can do to revive them
- 2 dozen techniques experienced team leaders use to keep discussions flowing during meetings
- Facilitation techniques for ensuring that team meetings run smoothly—and which behaviors to avoid
- The “100-mile rule”: How to use it to eliminate distractions and keep team members focused on the business at hand

Managing virtual teams

- Understanding how virtual teams are revolutionizing the workplace
- The 3 phases of planning and development necessary for creating a winning virtual team
- The essential skills and technology needed to support an effective virtual team
- Understanding and supporting the dynamics of teams that reach across organizations
- How to enhance personal communications when team members meet electronically
- One of the key reasons virtual teams fail—and commonsense approaches to prevent it

To enroll, call toll free 1-800-873-7545 or on-line at www.skillpath.com



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Important information

Our registration table opens at 8:15 a.m. on the first day. When you arrive at the hotel, please check the directory for the exact location of the seminar. Our registrars will greet you, assist you with your registration (or collect your Express Admission Ticket), hand you your seminar materials and direct you toward your seat. You'll also want to take the opportunity to meet other professionals from your local area. Introduce yourself! You may meet a new friend. Plan to be registered and ready to go by 8:50 a.m.

We begin each day at 9:00 a.m. on the dot and wrap up at 4:00 p.m. Lunch is on your own from 11:45 a.m. to 1:00 p.m. Why not invite another participant to dine with you? You can share information, review the morning and make each day even more enjoyable.

Parking. We do our best to find seminar facilities that have all the pluses we look for: Convenient location, great meeting rooms, courteous staff and plenty of free parking. However, some facilities have paid parking only. You may want to check with the facility personnel to determine parking fees—often they can direct you to free parking just around the corner.

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Five more good reasons why you will want to attend this program ...

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- 3. Practicality is emphasized.** You will leave this seminar with specifics you can apply immediately. And you won't go home empty-handed. You'll leave this workshop with a Certificate of Attendance; a soundly researched, unabridged workbook; and step-by-step guidelines for using the information you've just learned. We promise you'll get results your very next day back at work.
- 4. The value is unbeatable.** Not only is our enrollment fee among the lowest you'll find, when four or more enroll from the same organization, you'll enjoy a significant discount.
- 5. Our guarantee is unconditional, straightforward and the very best in the industry.** How can we be so confident? Because we work hard *before* the seminar to make sure you're happy *after* the seminar. Pertinent, up-to-date information you can really use, a convenient meeting location, seminar registrars who are courteous and helpful and a trainer who grabs your attention and takes you on an exciting journey full of fun and *facts*. We believe you'll love every minute of it. Millions of satisfied participants from around the country are sold on SkillPath seminars. Why not join them?

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2. Visit our Web site at www.skillpath.com for easy on-line registration.
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5. Of course, you can complete the enrollment form below, clip it and mail it with payment to:
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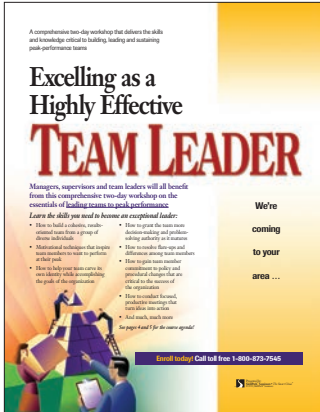


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