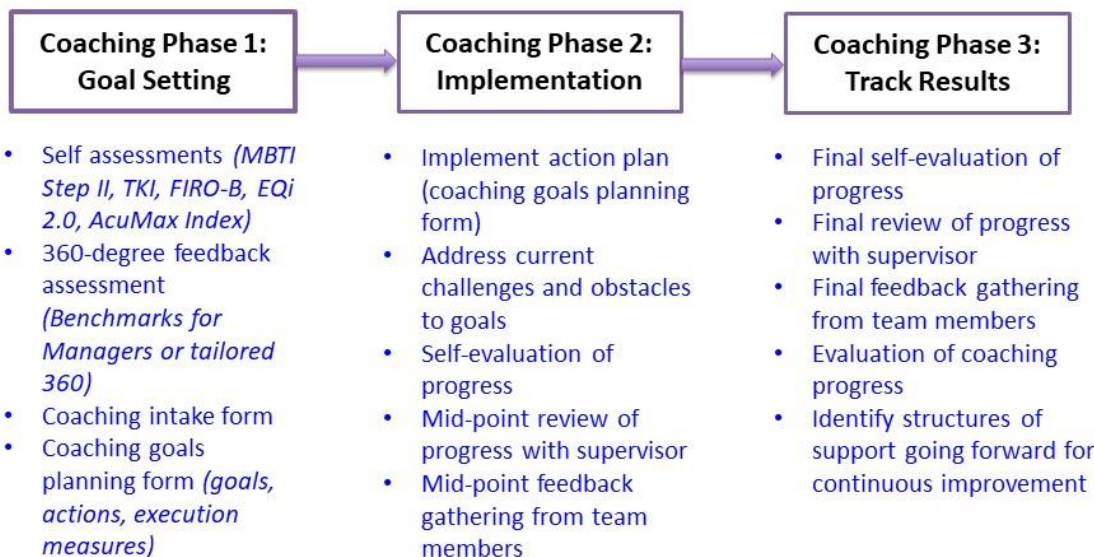


Emerging Leader Program

This ten-month leadership development program is geared toward emerging/high-potential and new leaders. The focus is on self-awareness and self-mastery, effective communication skills, increasing influence, building collaborative work relationships, and leading teams.

This program consists of six leadership training courses (descriptions shown below), six group sessions with all participants held two weeks after each training session to reinforce concepts learned and report progress on action plans, as well as ten individual one-on-one coaching sessions with each participant held monthly. Individual coaching includes a 360-degree feedback assessment, goal identification, and a professional development plan to implement actions and measure progress. (See figure below.)



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*“Companies that offer training alone experience **22.4%** increase in productivity, but when combined with coaching that figure rises to **88%**.” - Gerald Olivero, Denise Bane & Richard Kopelman, *Public Personnel Management*.*



Understanding Preferences to Leverage Teamwork (Full Day Training Session)*

**Additional cost for MBTI Step II, FIRO-B and TKI assessments. Assessments must be completed by participants two weeks prior to training session.*

Do you want to better understand yourself and others? This course will teach you about different personality types and how they relate to performance, team dynamics, and communication. You will learn about your interpersonal needs as they relate to inclusion, control, and support. You will also learn your preferred method of handling conflict and ways to increase your conflict management effectiveness.

Objectives:

- **Understand Myers-Briggs Type Indicator® (MBTI®) personality type and its relationship to performance, team dynamics, and communication.**
- **Understand Fundamental Interpersonal Relations Orientation–Behavior™ (FIRO-B®) interpersonal needs and how they impact other individuals and in team settings.**
- **Understand preferred conflict mode and how different conflict-handling styles affect interpersonal and group dynamics using the Thomas Kilmann Conflict Mode Instrument™ (TKI).**
- **Create an action plan for utilizing preferences to improve teamwork and communication.**



Enhancing Emotional Intelligence (Full Day Training Session)*

****Additional cost for EQi 2.0 assessment. Assessment must be completed by participants two weeks prior to training session.***

Why should you care about your emotional intelligence? Your emotional quotient (EQ) affects your performance, relationships, happiness and well-being, ability to handle stress, and how much money you make. According to TalentSmart, Inc. “People with high EQ earn \$29,000 more annually than their low EQ counterparts.” EQ involves four skills: self-awareness, self-management, social awareness, and relationship management, which can be continually developed and improved. During this training session you will learn and assess your ability in each of the four EQ skills. You will also develop strategies to enhance your emotional intelligence.

Objectives:

- Learn the intrapersonal and interpersonal elements of emotional intelligence.
- Learn the four elements of emotional intelligence: self-awareness, self-management, social awareness, and relationship management and engage in exercises to increase awareness in each of these areas.
- Learn how to utilize Myers-Briggs type and the EQi 2.0 to perceive and respond to emotions more effectively.
- Develop strategies for enhancing emotional intelligence.



Increasing Influence and Improving Work Relationships* **(Full Day Training Session)**

**Additional cost for training handouts/materials.*

Do you want to be more influential? Influence is important whether or not you are in a position of authority. This course will teach you how to increase your influence and build strong relationships at work. You will learn how to build trust and set boundaries with others. You will also learn strategies and techniques for effectively dealing with stressful situations and responding to difficult people. By the end of this training session, you will know how to increase your influence at work exponentially.

Objectives:

- **Understand the importance of influence and identify ways to increase influence.**
- **Learn how to improve work relationships.**
- **Learn techniques for dealing with stressful situations.**
- **Practice scenarios for effectively responding to difficult people.**
- **Learn how to remain positive and helpful regardless of how others approach/respond to you.**
- **Understand your impact on others and how you come across in communicating through your words, tone of voice and body language.**
- **Practice conversations for increasing influence.**



Giving Effective Feedback (Full Day Training Session)

**Additional cost for training handouts/materials.*

Have you ever struggled to find the right words to give someone feedback? Have you ever given feedback that fell on deaf ears? This course will teach you how to set the stage upfront for giving feedback in a way that the receiver not only hears it but acts on it. You will learn and practice several different feedback models and understand when each is most appropriate. You will also gain tools for giving very difficult and uncomfortable feedback. You will also learn how to redirect harsh or unhelpful feedback to make it more useful. By the end of this training session, you will be able to say just about anything that needs to be said to just about anyone.

Objectives:

- Understand why feedback is important.
- Learn how to set expectations upfront with employees.
- Learn how to set the stage for giving candid feedback.
- Learn and practice using different types of feedback models: praise, constructive, disciplinary, and follow up.
- Be able to give someone very difficult and uncomfortable feedback.
- Learn how to redirect unhelpful feedback to make it more useful.
- Create an action plan for utilizing feedback models to give on-going feedback to employees.



Effective Decision Making (Full Day Training Session)*

**Additional cost for Decision Style Profile (DSP) assessment. Assessment must be completed by participants two weeks prior to training session.*

Do you want to make better decisions? This course will teach you five different methods of decision making depending on the amount of information you have and level of commitment needed from others when implementing a decision. You will also learn about different biases that impair decision making and ways to mitigate them.

Objectives:

- Explore different approaches to decision making and use the Decision Style Profile to understand the most effective decision-making style for different situations.
- Assess current effectiveness and confidence with decision making, focusing on clarity, Information, Commitment, Alignment, and Time.
- Understand how unconscious biases affect decision making and learn how to overcome them.
- Apply learning to a current work challenge that requires deliberate decision making.
- Create an action plan for making decisions more effectively.



Team Leadership (Full Day Training Session)*

****Additional cost for participant workbook from the Ken Blanchard Companies.***

Do you want to enhance your ability to lead teams? This course will teach you how to identify the stages of team development and to use appropriate leader behaviors based on the SLII® Concepts model to set up teams for success. You will learn effective teaming skills to promote collaboration and open up communication to increase team effectiveness within a project team or department. You will also learn how to develop team members who are highly skilled team members.

Objectives:

- **Practice skill-building in diagnosing the stages of team development and using appropriate leader behaviors based on the SLII® Concepts model to set up teams for success.**
- **Learn effective teaming skills to break down silos and promote collaboration and reinforce learning with video scenarios and case studies.**
- **Walk away with action steps for your team with options to add on more practice.**
- **Open up communication to increase team effectiveness within a project or department team.**
- **Create a communication model for all levels of the organization that supports culture change and movement toward becoming a high-performance organization.**
- **Develop team members who are highly skilled team members.**