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TM

Center for
Creative
Leadership®

A blue-tinted photograph of two women in conversation. The woman on the left is looking towards the woman on the right. The woman on the right is in profile, looking towards the left. The background is a bright, out-of-focus window.

LEADERSHIP PROGRAMS

LIVE ONLINE & FACE-TO-FACE DELIVERY

FEEDBACK THAT WORKS

DIRECTION, ALIGNMENT, COMMITMENT

INFLUENCE

TALENT CONVERSATIONS

DELEGATING EFFECTIVELY

LEADING PEOPLE THROUGH CHANGE

LEARNING AGILITY

BOUNDARY SPANNING LEADERSHIP

LISTEN TO UNDERSTAND

CREATING ACCOUNTABILITY

STEP UP TO CONFLICT



WORKSHOP KIT PARTICIPANT KIT: DIGITAL LIVE ONLINE

Participant Kits

Digital Materials for Live Online Program

- PDF Participant Workbook with content and guided practice
- CCL Guidebook via eReader with 1-year access, if applicable
- Topic-related application tools
- Self-assessments, if applicable

Digital kits are perfect for building skills and connections of dispersed learners, all participant materials are available on CLA, CCL's online learning platform, for easy distribution.

Physical Materials for Face-to-Face Delivery

- Participant Workbook with content and guided practice
- CCL Guidebook, if applicable
- Topic-related application tools
- Self-assessments, if applicable

All participant materials are individually packed for easy distribution.

FEEDBACK THAT WORKS: 1/2 day workshop

SBI MODEL



Challenge: How do we confidently give each other direct, honest and timely feedback without emotion or judgment to achieve our goals?



Feedback that Works teaches CCL's simple, powerful and effective **feedback model that enables participants to learn how to give and receive focused, productive feedback.**

We know when participants improve their ability to be this specific and direct, the person receiving that feedback will be more motivated to take actions that improve performance.




Session Outcomes:


- Understand the need for providing feedback in the workplace
- Learn CCL's model of giving effective feedback using Situation-Behavior-Impact™ (SBI) language
- Practice delivering and receiving feedback using the CCL's Feedback Model
- Review common mistakes in delivering feedback
- Create a plan of action for more effectively delivering feedback to others




INFLUENCE: 1/2 day workshop

THE BUSINESS OF GETTING THINGS DONE

 **Challenge:** How can leaders strengthen their influence skills to gain commitment for key initiatives that drive performance, create process improvements and increase revenue?


 Influence helps leaders quickly grasp the fundamental principles of effective influence and become equipped with the tactics to help build their self-awareness.


 **Session Outcomes:**


- Understand why influence is important
- Articulate personal influence strengths and developmental gaps
- Recognize the components of effective influence
- Be aware of different sources of need and motivation
- Apply influence concepts to real-life situations



LEADING PEOPLE THROUGH CHANGE - 1/2 day workshop

 **Challenge:** We know that 70% of critical business change initiatives fail. How do we improve our odds of success?

 Leading People Through Change moves beyond typical “change management” processes to focus on the “change leadership” required to successfully engage and drive employee commitment – the primary success factor in any change. Employees often suffer because leaders fail to understand the stages they go through during a change. Focusing on **communication, collaboration, and commitment** helps insure that leaders can align their team, peers, boss, and organization with their change efforts.

-  **Session Outcomes:**
- Drive progress on a real change you are currently leading
 - Explore and manage your own change preferences
 - Understand and recognize the process of change and transition
 - Leverage the power of CCL’s 3 Cs of change
– Communication, Collaboration, and Commitment
 - Identify and collaborate with stakeholders during change
 - Apply key lessons to any organizational



DIRECTION-ALIGNMENT-COMMITMENT: 1/2 day workshop

ACHIEVING BETTER RESULTS THROUGH LEADERSHIP



Challenge: How can leaders improve results through effective leadership? When you get down to what leadership is really about, it's not so much what any one person does as what groups of individuals do together to produce collective results.



Direction, Alignment and Commitment provides you with the tools to enable internal conversations about what it takes to achieve better results. It provides a framework that encourages individuals to work together as a cohesive Group, producing collective results they could never achieve working as individuals.



Session Outcomes:

- Better understand the difference between a leader and leadership
- Apply a framework for effective leadership
- Assess how well leadership is happening in the group using the DAC framework
- Discuss strengths and opportunities for improvements
- Create an action plan for improving leadership effectiveness

Dot Posting
This tool enables you to quickly and easily share your ratings of how well DAC is happening within this group.

Instructions

- Write the number 1-5 in a dot on each evidence statement.
- Place the dot on the dot that best describes how well DAC is happening within your group.

	happening	Not Happening
Direction	<ul style="list-style-type: none"> • There is a vision, a desired future, or a set of goals that everyone has seen. • Members of the collective easily articulate how what they are trying to achieve together is worthwhile. • People agree on what collective success looks like. 	<ul style="list-style-type: none"> • There is lack of agreement on priorities. • People feel as if they are being pulled in different directions. • There is no vision. • People seem to be running in circles.
Alignment	<ul style="list-style-type: none"> • Everyone is clear about each other's roles and responsibilities. • The work of each individual/group fits. 	<ul style="list-style-type: none"> • Things are in disarray; deadlines are missed; work is incomplete; there's duplication of effort.
Commitment		

Direction, Alignment, and Commitment Survey

Instructions: Count the number that indicates the extent to which each of the following statements describes the way things stand **right now** in your group, team or functional unit. The terms we, our, us and everyone in the statements refers to members of your group, team or functional unit.

	1 Not Descriptive	2 Slightly Descriptive	3 Moderately Descriptive	4 Greatly Descriptive	5 Completely Descriptive
Direction					
We agree on what we should be aiming to accomplish together.					
We have a clear vision of what the group needs to achieve in the future.					
We understand what success looks like for the group.					
We have group goals that guide our key decisions.					
We have group priorities that help us focus on the most important work.					
Total:					



TALENT CONVERSATIONS: 1/2 day workshop

ENGAGE. EMPOWER. ACHIEVE.



Challenge: How do you prepare Appraisal conversations at your organization? Talent conversations play a vital role in engaging employees and influencing their performance and development, but only if they are done effectively and often enough. Too often, leaders struggle with how to approach talent conversations and may only initiate them once or twice a year, which can inhibit the long-term development of your people.



Talent Conversations equips leaders with the knowledge, skills, and tools to effectively deliver talent conversations that engage both leaders and employees. Participants will learn two developmental frameworks, Assessment, Challenge Support (ACS) and Attention, Belief, and Connection (ABC) and understand why influence is important and discovering strengths and weaknesses of coaching styles.



Session Outcomes:

- Follow the ACS Model as a strategy to prepare to have a talent conversation
- Leverage the ABC Model to demonstrate behaviors necessary to effectively conduct a talent conversation
- Discover your strengths and areas for opportunities in your coaching style
- Have better conversations that drive engagement and business



LEARNING AGILITY: 1/2 day workshop

UNLOCK THE LESSONS OF EXPERIENCE



Challenge: Experience is vital to individual success, but merely having an experience (such as a challenging new job or a stretch assignment) isn't enough. Learning how to extract the essential lessons within each experience and apply them to future situations will create learning agility.

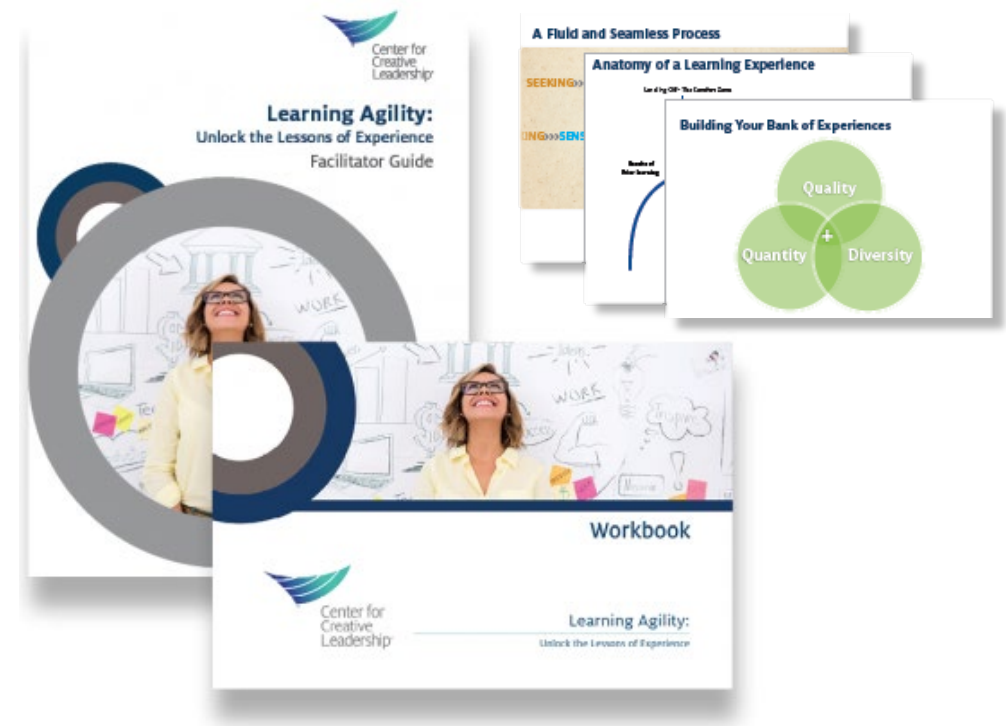


Learning Agility provides tools and skills to **become more learning agile**. Learning and applying the four components of CCL's approach to learning agility will put you on the path to making the most from your experiences and position you to succeed when faced with new, challenging situations.




Session Outcomes:


- Leverage the four components of Learning Agility to make the most of experiences
- Learn more about the particular skill of Learning Agility and how to apply it to developmental goals
- Gain insight into approaches to developing Learning Agility
- Become more Learning Agile



BOUNDARY SPANNING LEADERSHIP: 1/2 day workshop

TURNING BOUNDARIES INTO FRONTIERS

 **Challenge:** How do you increase collaboration, tear down organizational silos and mitigate turf wars to increase productivity, efficiency and innovation?

 We live in a world of vast collaborative potential. Yet, all too often, **powerful boundaries create borders that splinter groups** into 'Us' and 'Them', leading to limited possibilities and uninspiring results. To transform these borders into innovative frontiers in today's global, multi-stakeholder organizations, **focus on six boundary spanning practices:**

- Buffering defines boundaries to create safety
- Reflecting creates understanding of boundaries to foster respect
- Connecting suspends boundaries to build trust
- Mobilizing reframes boundaries to develop community
- Weaving interlaces boundaries to advance interdependence
- Transforming cross-cuts boundaries to enable reinvention

 **Session Outcomes:**

- Understand the power of Boundary Spanning for leadership success
- Identify the types of boundaries that limit potential
- Learn and practice the six principles of Boundary Spanning Leadership
- Recognize your role in spanning boundaries to achieve more than you imagined



LISTEN TO UNDERSTAND - 1/2 day workshop



Challenge: Being a good listener is vital to a person's success. Merely believing you listen well does not inherently make you an active listener. High achievers know how to develop trust and relationships with others using the power of listening. Listening to understand is difficult for some because of the emotional interactions they may encounter. However successful people can be empathetic and know "how to talk less, and listen more." The greatest thing is that listening to understand is a skill that can be learned.



Listen to Understand provides tools and skills to **make it easier to learn and practice effective listening**. By learning specifically what to do (or avoid doing) to be a better listener, people will **encounter fewer misunderstandings, resolve more conflicts, and waste less time**.



Session Outcomes:

- Learn to listen
- Know specifically what to do or to avoid doing to be a better listener
- Avoid misunderstandings and wasted time
- Use your superpower of Listening to Understand to resolve conflicts



CREATING ACCOUNTABILITY: 1/2 day workshop

TAKING OWNERSHIP OF YOUR RESPONSIBILITY



Challenge: How can leaders be accountable in an environment where we are asked to “do more with less”, influence without authority, and manage a virtual team across the globe, all of whom report up through organizations with their own goals and agendas?



Creating Accountability **focuses on developing intellectual awareness for accountability.** Participants will learn tools, skills and strategies to make stepping up to ownership easier.



Session Outcomes:

- Assess the effectiveness of their mindset, attitude, and skills regarding accountability
- Use Accountability tools to distinguish how the tasks they are accountable for are prioritized to meet group, team, or department goals
- Increase personal accountability for obligations and the people accountable to them by applying the principles of the Accountability Culture Model (ACM)



DELEGATING EFFECTIVELY - 1/2 day workshop



Challenge: Leaders are neither able nor expected to do everything themselves. Attempting to do so can have severe consequences. How can leaders delegate effectively? By giving authority and responsibilities to individuals or a team and provide the resources, directions, and support needed to achieve expected results.



Delegating Effectively focuses **on creating an environment based on trust and establishing a rapport with colleagues to delegate successfully.** Participants will learn tools to engage and empower people to resolve their problems and implement spontaneous delegation to protect discretionary time.



Session Outcomes:

- Apply the four stages of the Delegation Cycle when delegating initiatives to individuals and teams
- Use the Performance Grid to determine what to assign and to whom
- Have more discretionary time to get things done



STEP UP TO CONFLICT – 1/2 day workshop



Challenge: How do we directly address conflict in a way that preserves or improves relationships, creates new opportunities and increases productivity?



Solution: CCL's Step Up to Conflict Workshop - developed with the Eckerd College Leadership Development Institute - teaches that:

- Conflict inevitable on a team.
- Conflict is not always bad, and can in fact be leveraged.
- Conflict management can be learned.
- Mobilizing reframes boundaries to develop community.
- Weaving interlaces boundaries to advance interdependence.
- Transforming cross-cuts boundaries to enable reinvention.



Session Outcomes:

- Recognize and understand their own conflict “triggers”
- Understand how different values may contribute to conflict
- Practice active and passive positive responses to conflict in their workplace
- Apply the strategies to a workplace conflict situation



CONTACT US TO LEARN MORE

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