



Executive Development Workshop for Executives and Senior Leadership Team

COURSE OVERVIEW

Designed specifically by Marie Moran for the senior leadership team at the Health Care District of Palm Beach County, this two-day session is a follow up to the workshops conducted with the group during November and December 2020. The overall objective is to continue to increase the team effectiveness and leadership skills, plus provide opportunities to identify specific leadership behaviors the group can incorporate as they become a high performing team.

Topics include **Persuasion Skills, Conflict Management, Advanced Behavioral Styles** work (with a focus on dealing with pressure and stress), and a recap on the importance of one's **Leadership Brand**. The outline below is a preview of the topics in more detail. There will be periodic bio breaks each day, and Application Exercises included throughout the workshop to practice new concepts.

DAY ONE

Welcome and Kick-off

- Welcome and opening remarks by Darcy Davis
- Marie introduces the 2-day Workshop Overview and Objectives
- Group: Ice-breaker exercise and introductions

Module One: Persuasion – Principles and Practices

- *Principles of Persuasion* – What works and why this is important for you as a leader
- Gaining attention by answering your audience's *WIIFM: What's in it for me?*
- Understanding *Idea Ownership* and when this concept is important to incorporate
- What is *The Influencing Style?* When is it appropriate?
- Understanding how being "in Discovery" can change the overall interaction
- Using the *Marketing Model* – How fast can you move someone towards your point of view?
- Reading the tea leaves, using *Sensory Acuity* to develop rapport and presence
- Principles first or Applications first? Understanding diverse styles of analysis
- Recognizing and responding to the orientation of your audience

Module Two: Conflict and Collaboration

- What is conflict? Overcoming some common misperceptions.
- What are the Spheres of Conflict? Which ones will we focus on together?
- The Landscape of Conflict – Facts versus feelings
- Holding Power recap – Are you Open versus Closed?
- Identifying types of Open vs Closed behaviors in the work environment
- What tools to use to stay open when the pressure starts going up

Homework Assignments (approximately one hour for reading/filling in handout worksheets)

DAY TWO

Module Three: Conflict Styles and You

- Diagnosing your conflicts – Discuss homework/handout
- Review of the 5 Primary Conflict Approaches
- Pros and cons of each style – Small team exercise
- What is Conflict Hearty?
- What attributes does Conflict Hearty require of the individual and the group to demonstrate?
- Specific Conflict Models and Guidelines you can use in the future

Module Four: Advanced Behavioral Styles

- Discussion of Homework reading re the Styles under Stress
- Increasing your awareness of how your own behavioral style changes under stress or pressure
- Recognizing when others are not at their best, and what are the implications
- What is your impact on others if you are out of alignment? (Partner exercise)
- Group Discussion: How might we assist one another when the pressure goes up?
- Individual accountability and character development: Holding Power really counts!

Module Five: Leadership Brand and Impact/Influence

- Analyzing what new aspects of persuasion and conflict to add to your own behavioral repertoire
- Group debriefing on key principles they found to work
- Wrap up activities:
 - Key learnings and specific action steps for you the leader
 - Areas for group follow up: Team practices
 - Closing remarks: Darcy

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