

# Leadership Development Workshops

Develop stronger leaders with our workshops and trainings

## We're here for you.

We help you build inclusive, engaged teams through hands-on workshops. Our workshops leverage practical tools and tips, and good modern fundamentals. We make sure our content reflects your culture and values to ensure employees have common language, goals, and expectations. For increased understanding and application, we can add individual or group coaching sessions.

Workshops include interactive breakouts, role-play, small and large group discussions, and self-directed learning.

## Did you know...

**85%**

of employees are not engaged or actively disengaged at work.<sup>1</sup>

**74%**




feel that they weren't achieving their full potential at work due to lack of development opportunities.<sup>2</sup>

**12%**

of learners say they apply the skills from their company's trainings to their job (only 12%!)<sup>3</sup>

## At Reverb, learning is different.

Participants report that our learning and development solutions...

-  make them more effective at work
-  are interactive and engaging
-  equip them with practical tools they can immediately apply

## Reverb's Leadership Development Workshops

### Foundational Manager Skills (101)



- Transition from Individual Contributor to Manager
- Delegation Best Practices
- Building Trust and Rapport with Employees
- Giving and Receiving Feedback
- Collaborative Conflict Resolution
- Effective Performance Evaluations
- Building Successful Teams
- Interviewing and Hiring Skills
- Performance Management

### Next Level Manager Skills (201)



- Sharing Responsibility for Career Development
- Emotionally Intelligent Leadership
- Influence without Authority
- Coaching for Managers

### Leadership and Scaling



- Values Facilitation
- New Leader Assimilation

### Company Wide Trainings



- Respectful Workplace - Startup Friendly
- Anti-Harassment & Anti-Discrimination
- Employment Law 101

### Increasing Team Effectiveness



- Leading through Challenging Times
- Energy Management
- Exploring Your Personal Management Style + DiSC Assessment
- Increasing Openness and Candor

## Foundational Manager Skills (101)

### Transition from Individual Contributor to Manager

Many organizations promote technically strong individuals into management positions. New managers quickly recognize that what made them successful individual contributors won't be what makes them successful in a management role. This session explores the required skills, values and time applications that lead to successful people management.

#### At the end of this session, participants will be able to:

- › Assess their own progress on the path from successful individual contributor to successful people manager
- › Spend more time on the balcony assessing what direction and support team members need and less time on the dance floor doing the work of their staff
- › Create an action plan for their own personal development as successful people managers

### Delegation Best Practices

Effectively get work done through others and set staff up for success.

Organizations promote people who can do it quicker, faster and smarter, but this very strength may become a liability if new leaders can't become effective delegators. To avoid becoming bottle necks for work product, managers need to become effective at delegating to and developing others, and let go of much of the work that made them successful in their previous role. This session covers best practices for delegation, motivating staff, and calibrating expectations around initiative.

#### At the end of this session, participants will be able to:

- › Implement best practices for effective delegation
- › Boost staff initiative and tap into intrinsic motivation
- › Create an action plan for handing off projects to a member of their current staff

### Building Trust and Rapport with Employees

Foster positive relationships with staff that balance rapport with accountability.

Marcus Buckingham once said, "People join organizations, but they leave managers." Strains in the relationship with one's immediate supervisor are a quick path to disengagement and potential loss of hard-to-replace talent. This session provides answers to the questions, "How do I build strong relationships with staff?" and "How do I balance rapport and accountability?"

#### At the end of this session, participants will be able to:

- › Leverage three approaches to building rapport with staff while maintaining a strong manager-staff relationship
- › Engage in an effective one-on-one conversation that keeps candid dialogue open
- › Navigate the challenges of being promoted over peers

## Foundational Manager Skills (101) cont.



### Collaborative Conflict Resolution

Resolve your own conflicts, coach others toward conflict resolution, and leverage managerial mediation. One study suggests that managers spend 25% of their time dealing with conflict: conflicts between team members, conflicts with other work groups, not to mention their own potential friction with colleagues.

**At the end of this session, participants will be able to:**

- › Broach sensitive topics in a way that fosters open dialogue
- › Resolve misunderstandings in real time
- › Coach others toward conflict resolution
- › Leverage a simple form of managerial mediation to resolve conflict between team members

### Effective Performance Evaluations

Maximize the motivational aspects of the performance review process. Performance evaluations are intended to develop, direct, and motivate, but they are all too often demotivating to employees. This session provides managers with best practices for ensuring your organization's evaluation process has the most optimal outcomes.

**At the end of this session, participants will be able to:**

- › Identify aspects of the most motivating and demotivating performance appraisals
- › Apply a template for performance appraisal comments that reinforce past strengths and encourage future growth
- › Write performance goals that focus on results versus activity
- › Apply a checklist to a written review participants bring to the session

### Giving and Receiving Feedback

The ability to talk openly with one another even when there's friction is one of the hallmarks of high-performing teams. The strongest teams don't hesitate to challenge one another in the spirit of finding the best solutions. They resolve differences of opinion and work through sensitive issues directly with one another.

**At the end of this session, participants will be able to:**

- › Discuss why the ability to engage one another is so critical to strong team dynamics
- › Reflect on the current dynamics within their own teams
- › Review approaches to engaging with one another when there's sensitivity required
- › Engage in hands-on practice and get feedback from their colleagues and the facilitator
- › Explore what makes it hard to receive feedback and why it's sometimes important to take extra time to digest it

## Foundational Manager Skills (101) cont.



### **Building Successful Teams**

Ensure team dynamics support optimal execution. Managers need to be able to both assess effective and dysfunctional team dynamics and lead the way toward more optimal team interactions.

**At the end of this session, participants will be able to:**

- › Recognize the five pitfalls successful teams avoid
- › Assess their current team dynamics and apply strategies for bridging gaps
- › Coach employees toward effective resolution of friction between peers

### **Interviewing and Hiring Skills**

Getting the right talent that will bring the required skills and experience and thrive in your organization's culture requires savvy hiring managers.

**At the end of this session, participants will be able to:**

- › Establish a holistic approach to hiring and interviewing that effectively considers both technical expertise organizational fit
- › Write behavior-based interview questions that get to the heart of your candidates' experience
- › Effectively probe to get specific and relevant answers to your questions
- › Recognize legal issues related to interview questions and document retention

### **Performance Management**

One of the biggest challenges managers face is maintaining strong rapport with staff while holding them accountable for producing great results. This workshop walks participants through the whole range of performance management from setting and clarifying expectations to feedback and escalating patterns of underperformance. Participants will practice providing feedback and coaching for improved performance.

**At the end of this session, participants will be able to:**

- › Leveraging existing expectations set by the organization
- › Setting and clarifying expectations, including how the team shows up together as well as expectations specific to roles
- › Goal setting and effective praise
- › Constructively redirecting when someone is off course
- › Responding to difficult employee responses
- › Managing chronic underperformance

Next Level Manager Skills (201) 

## Sharing Responsibility for Career Development

In this workshop, managers will learn about the shared responsibility between themselves, their staff and their organization in regard to career development. Staff have to know themselves: their own interests, skills and values before managers can help them grow in their roles and prepare for increased responsibility. Managers must know how to help staff grow their skill sets while accomplishing their core job duties. The organization must be willing to balance promoting from within and recruiting fresh talent as well as being committed to developmental feedback when internal candidates aren't chosen. This workshop can be delivered in 2-3 hours depending on how much of the content described below the client wants to include.

### Content includes:

- › Shared responsibility: the role of the organization, manager and employee in career development
- › The importance of setting realistic expectations as the manager
- › Using the blinking word technique with career development questions
- › Considering soft skills as well as hard skills
- › Co-creating a development plan with your staff member
- › Leveraging employee career aspirations in coaching conversations
- › (Optional content) Holding difficult conversations when staff assess themselves as ready for more responsibility and the manager does not share their assessment and how to talk to individuals when they are ready for more responsibility, but there is no business need to promote.

## Emotionally Intelligent Leadership

Current research shows that Emotional Intelligence (EI) is a differentiator when it comes to workplace and leadership success. If you have aspirations to advance your career and that involves interactions with people, Emotional Intelligence matters more than you think. Emotional and Conversational Intelligence is a muscle we can all develop. This engaging workshop demystifies the brain science behind Emotional Intelligence. It inspires you to tap into your emotional strengths and build additional strengths in the areas that may be derailing you in your effectiveness and growth as a leader.

### At the end of this session, participants will be able to:

- › Make connections with the neuroscience and neurochemistry behind Emotional Intelligence
- › Increase understanding of Emotional Intelligence and its role in the workplace and leadership growth
- › Gain insights into your own EI strengths and areas to develop and build an action plan through SMART goals
- › Learn 3 specific tools and techniques that not only manage counterproductive behaviors but are known to grow EI
- › Apply self-coaching techniques to keep you inspired and moving towards your growth plan

## Next Level Manager Skills (201) cont.

### Influence without Authority

We rarely have decision-making authority in all areas that affect our work. This requires us to understand how to influence internal stakeholders and decision makers whose support and sponsorship we may need.

**At the end of this session, participants will be able to:**

- › What influence is and isn't
- › Why it's important to realize that influence isn't a one-time event
- › Apply strategies for connecting to both the head and heart of decision makers
- › Create a road map for influencing stakeholders that is tailored to each decision makers style

### Coaching for Managers

As a manager, you have a wide variety of conversations with your colleagues and the people who report to you – spanning from tactical work guidance (“I don't know how to get X done.”) to career advice (“I might want to try a new role.”) to frustrations at work (“I'm having a hard time negotiating resources.”) to performance feedback (“Am I meeting expectations?”). This workshop is focused on giving managers a mental framework and tools, along with ample practice time, so you can leave prepared to effectively coach your team members.

**At the end of this session, participants will be able to:**

- › Define coaching (and how it differs from directing, mentoring, and giving feedback).
- › Identify common use cases for coaching.
- › Demonstrate curiosity and openness while guiding the flow of a coaching conversation.
- › Time allowing: adjust coaching style depending on the situation, the person's needs, or how the conversation unfolds

## Leadership and Scaling



### Values Facilitation

Facilitated session or series of sessions focused on designing or iterating on a set of shared values. Engagement may include: gathering input from participants, interrupting or iterating on current core values, building consensus or aligning to a proposed set of values, and finalizing decisions about company values.

#### Working with a senior facilitator, you will:

- › Determine specific session objectives, attendees, and approach
- › Host session with the facilitator guiding the agenda, dialogue, and ensuring objectives are met
- › Recap session to extract insight gained, measure progress, and decide on next steps

### New Leader Assimilation

An important and simple way for teams to build rapport and trust, and adjust to a new leader.

When new leaders are brought on board, it is crucial that they build rapport, trust and credibility quickly for the team to thrive. Reverb offers a service to ensure teams are set up for success. The goals of the intervention are to provide staff with an opportunity to accelerate their getting to know their new manager, build the foundation for a strong working relationship, and foster candor and open dialogue from the very beginning.

#### The process includes five steps, which can happen in a day plus the additional follow up a month after the initial intervention.

- › Reverb consultant meets with staff and captures anonymous feedback for the new leader about the team's hopes, needs and concerns.
- › This data is shared with the new leader separately
- › Support for the new leader in formulating a response.
- › Reconvening the staff so the leader can share her response.
- › Follow up one month on to check in on the team

## Increasing Team Effectiveness

### Leading through Challenging Times

We are all navigating constant change (global issues, BLM protests, and economic churn) and need support in coping. This session is designed to help navigate through change and cope with the psychological trauma that stems from all the upheaval as well as deal with the logistical business considerations of working remotely or in a hybrid environment.

#### Participants will:

- › Explore three phases of transition that explain what happens psychologically when people experience change:
  - Managing Endings
  - The Neutral Zone
  - Making a New Beginning
- › Discuss suggestions for:
  - Building personal resilience and adaptability
  - Regaining a sense of control in the midst of change
  - Increasing alignment in times of uncertainty and ambiguity

### Energy Management

Every day we make decisions about what is worthy of our time and attention. Many of these decisions get repeated as habits day to day, month to month. When something seems off, we tend to resort to time management tactics as a way of regaining balance. In reality, our performance, health, and happiness need to be grounded in the skillful management of energy. The number of hours in a day is fixed, but the quantity and quality of energy available to us is not. Energy is our most precious resource, not time. In this 4-hour workshop, participants will review research on stress management and burnout and ways that our environment and belief systems play a role in sabotaging our efforts. With this knowledge and deeper self-awareness, participants will learn how to apply best practices for achieving peak performance and leave with a plan for immediate action.

#### Objectives:

- › Understand the difference between resilience and endurance
- › Self-assess current level of stress and burnout
- › Learn how to create physical, emotional, mental, and spiritual capacity to achieve peak performance
- › Create a personalized approach to building resilience and daily energy management



## Increasing Team Effectiveness cont.

### Exploring Your Personal Management Style + DiSC Assessment

Gain insight into one's personal management style: the strengths and potential liabilities.

Successfully managing staff requires managers to understand the strengths and limitations of their own management style and to learn how to flex to successfully lead those with similar and different styles. This session leverages the DiSC behavior style tool to provide insight into participants' personal styles, increase appreciation for style differences, and offer strategies for effectively managing and communicating with all styles.

#### At the end of this session, participants will be able to:

- › Leverage insight from a behavior styles tool to capitalize on their strengths and minimize potential liabilities of their style
- › Improve communication with staff and colleagues with like styles and styles different from their own

### Increasing Openness and Candor

Increasing Openness and Candor is focused on practical ways for teams to foster increased communication, transparency, and curiosity.

#### At the end of this session, participants will be able to:

- › Review the 5 dysfunctions of a team model as a way of highlighting the importance of candor within and across teams
- › Explore three psychological games we play that limit candor
- › Limiting our choices to two bad options - confusing risk with danger and letting that little voice in our head emotionally charge interactions in the workplace
- › Discuss the power of curiosity when it comes to encouraging dialogue

## Company Wide Trainings

### **Respectful Workplace - Startup Friendly Anti-Harassment and Anti-Discrimination**

Ensuring a workplace free of harassment and discrimination involves more than having a written policy. Your management staff must understand its responsibilities in regard to upholding that policy and responding to employee concerns.

**At the end of this session, participants will be able to:**

- › Recognize illegal harassment, discrimination, and retaliation
- › Know how to get support from their organizations if something inappropriate is happening
- › Foster a more inclusive environment
- › Explore their own implicit bias outside the session

Managers will be able to:

- › Provide examples of what constitutes illegal harassment and discrimination
- › Respond to a wide range of situations that would require their intervention
- › Recognize situations that need to be escalated and further explored
- › Go beyond compliance and explore how to foster a more inclusive environment
- › Get recommendations for increasing awareness of one's own unconscious bias

### **Employment Law 101**

An ounce of prevention is worth a pound of legal care. With several marquee companies in the news these past few years, it's clear that organizations need to ensure their leadership and management teams are aware of their responsibilities vis-à-vis employment laws.

**At the end of this session, participants will be able to:**

- › Protect their companies from liability by recognizing their responsibilities related to employment laws such as:
  - › The Civil Rights Act of 1964
  - › The Fair Labor Standards Act
  - › The Americans with Disabilities Act
  - › Family Medical Leave Act
  - › As well as state law and local ordinances