

**LEADERSHIP AND MASTERING PERFORMANCE MANAGEMENT:
A SUPERVISORY MID-MANAGEMENT SEMINAR
PHASE III**

Day One

- 8:30 AM – 10:00 AM** **Situational Leadership® - The Best Known Tool for Developing and Empowering Your People
The Toughest Football Coach Who Ever Lived
Whatever Happened to the Sugar Land Express?
The History of Leadership Development and Situational Leadership**
- 10:00 AM – 12:00 PM** **The Three Skills of a Situational Leader
The Development Cycle
The Four Developmental Levels**
- 12:00 PM – 1:00 PM** **Lunch**
- 1:00 PM – 4:30 PM** **Fine Tuning Your Diagnostic Skills
The Definition of Leadership Style
Defining Directive Behaviors
Defining Supportive Behaviors
The Four Styles of Leadership**

Day Two

- 8:30 AM – 12:00 PM** **Flexibility – The Second Skill of A Situational Leader
Directive Behaviors Defined
Supportive Behaviors Defined
Using Directive Behaviors – What Do You Say?
Using Supportive Behaviors – What Do You Say?
What Does A Style 1 Leader Do?
What Does A Style 2 Leader Do?
What Does A Style 3 Leader Do?
What Does A Style 4 Leader Do?**
- 1:00 PM – 3:00 PM** **The Regressive Cycle. The Two People You Will Meet at DL 3
Steps for Managing Regression
Motivating the “Old Salt” General Joshua Chamberlain and The 2nd Maine: A Case Study
The SLII® Conversation Starters
Matching Leadership Style to Developmental Level
Oversupervision and Undersupervision
Matching Leadership Style to the Situation Exercise
The Match Mismatch Activity
SLII® Skill Proactive
Building the Model Learning Activity
The SLII® Game
The Bob Knowlton Case Study
The Jeanne Hall Case Study**

3:00 PM – 4:30 PM

- Understanding Motivation – The Little Known Secret**
- The Pygmalion Effect**
- The History of Motivation**
- Scientific Management – Taylor**
- Social Man – Mayo**
- Self-actualized Man – Maslow**
- Complex Man – Herzberg**
- Theory X/Theory Y – McGregor/Douglas**
- The Little Known Secret of Motivation**
- The Relationship of Motivation to Probability of Success**
- Motivation and Generation X**

Day Three

8:30 AM – 9:00 AM

- Mastering Performance Management: A Performance Evaluation That Works**
- Five Steps to Developing Competence – Using Situational Leadership®**
- An Evaluation System That Works!**
- Goal Setting And Performance Plans**
- The Samantha Evers Case Study**

9:00 AM – 12:00 PM

- Partnering for Performance – The Third Skill of A Situational Leader**
- Resolving Disagreement About Developmental Level**
- Partnering for Performance Worksheet**
- Partnering for Performance Practice**
- Writing the Effective Performance Plan**
- Action Planning**

12:00 PM – 1:00 PM

- Lunch**

1:00 PM – 4:00 PM

- Writing the Effective Performance Plan**
- Re-Direct, Reward And Reprimand: The Three R's of Reinforcement**
- Five Steps of Developing Competence**
- Redirection**
- Rewarding Behavior**
- Reprimanding Behavior**
- Reprimands According To Robert E. Lee**
- Coaching for Impact Action Plan**
- Reflecting on Your Learning/Five Visible Signs**
- Completing The Impact Map**
- Reviewing Resources for Becoming a Situational Leader**

4:00 PM – 4:30 PM

- Leadership for Supervisors: Putting it in Place**
- Giving Them A Place to Stand**
- Leaving A Legacy: The Watch**
- Presentation of Certificates**