

The Leader Manager: Achieving Performance with Fulfilment



Organisations expect managers to get results, but long-term performance requires a focus on more than just results. Research indicates that high performance is not sustainable over time unless it is accompanied by a high degree of fulfilment, in addition to a focus on performance—neither performance nor fulfilment exists in a vacuum. To implement strategy and create business results, managers must create an environment of performance with fulfilment. These skills require integrating the inspiration of leadership with the skill of management.

The Leader Manager: Achieving Performance with Fulfilment (TLM) provides leaders with the framework and skills to enable the work unit to achieve Performance with Fulfilment—the combination of high performance and high satisfaction from meaningful work done well. Leaders learn to support their work units in terms of five practices to provide what their people need.

TLM is an intensive program that fosters both insight and skill development around what is most important for leaders to do—enable the best from their people.

Five Practices



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Program Outcomes

Leaders create an environment for employees to achieve performance with fulfilment by integrating the leadership and management practices essential for executing business strategy.

Learning Approach

Learning must be transferred to day-to-day work practices. To achieve this, TLM includes components and activities that enhance Participant Readiness, Learning Transfer, and Organisational Alignment.

Participant Readiness prepares managers and their managers for the overall learning experience:

- Pre-workshop communication
- The Leader Manager Inventory is available to enhance the impact by giving participants feedback from those they lead.

Learning Transfer design embeds practice and use of new skills. The learning can be flexibly delivered as a:

- Two-day face-to-face, application-oriented workshop
- Series of instructor-led modules delivered over two non-consecutive days to allow for application between sessions

Organisational Alignment ensures the organisation supports the use of the new skills:

- Post-learning reinforcement activities available for both the manager and his or her manager

As a result, managers will continue to apply the skills and tools learned long after the learning event is completed.

TLM has six integrated learning modules, as shown on the following page. The face-to-face workshop can be taught by a Wilson Learning facilitator or by an organisation's own leader-trained in-house professional.

Modules: Key Learnings Are . . .

Understanding the Challenge

What “Performance with Fulfilment” means and why it matters; how integrating leadership and management through the five practices is essential to creating performance with fulfilment

Direction

How a common understanding of the organisation’s vision and strategy impacts engagement; how to ensure that direction is meaningful and motivational

Goals

How to gain support and commitment to goals; how to communicate goals in a way that addresses both performance and fulfilment

Feedback

How to apply a simple feedback approach to individuals and the work unit as a group that addresses both performance and fulfilment; how to seek feedback and receive it to model the right behaviours

Recognition

How to discover what recognition employees really value; how to overcome the dilemmas of recognition; how to apply recognition to increase performance and satisfaction

Support

Explore the parameters of effective direct support—what it looks like, how it contributes to performance with fulfilment, and when it is required

Your Managers Will Be Able To . . .

Appreciate the impact of organisational change and growth on performance with fulfilment; understand the integration of leadership and management practices necessary to create performance with fulfilment

Communicate information about the company’s direction clearly and inspirationally; articulate how the strategy supports the vision and address perceived disconnects between the two

Communicate goals in a way that inspires others and leads to performance with fulfilment

Facilitate a shared dialogue about progress toward goals in a way that fosters performance with fulfilment; give feedback in a way that leads to goal achievement

Move a goal forward by understanding the types of recognition that are most compelling; foster performance with fulfilment by providing meaningful recognition to teams and individuals

Recognise opportunities and plan proactive strategies to provide support to your work unit(s) and at connecting points; foster performance with fulfilment by anticipating and providing support

Continued

Enabling Improved Performance

The Leader Manager (TLM) is enhanced by application activities, post-learning reinforcement, pre- and post-classroom e-mails, and support tools. These tools help ensure that sales leaders can develop skills during the workshop, and then fine-tune and apply their newly acquired skills and behaviours back on the job. Involving participants’ managers is also important for successful TLM implementation; manager support tools are provided for that purpose.

Measurement

The learning experience is enhanced by the use of *The Leader Manager Inventory*, a multi-rater instrument designed to provide managers with feedback about how their leadership behaviour is perceived by those who report to them and by their manager.

Evaluation

Wilson Learning will partner with your organisation to measure the initial behavioural changes and business results. We will work with you to set up evaluation systems that help improve outcomes and sustain the momentum of your implementation.

This offering, like all others from Wilson Learning, can be customised to reflect your environment and business priorities and can be integrated with your processes.