

The Leader Manager: Achieving Performance with Fulfillment



Organizations 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 fulfillment, in addition to a focus on performance—neither performance nor fulfillment exists in a vacuum. To implement strategy and create business results, managers must create an environment of performance with fulfillment. These skills require integrating the inspiration of leadership with the skill of management.

The Leader Manager: Achieving Performance with Fulfillment (TLM) provides leaders with the framework and skills to enable the work unit to achieve Performance with Fulfillment—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 fulfillment 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 Organizational 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

Organizational Alignment ensures the organization 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.

Modules: Key Learnings Are . . .

Understanding the Challenge

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

Direction

How a common understanding of the organization’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 fulfillment

Feedback

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

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 fulfillment, and when it is required

Your Managers Will Be Able To . . .

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

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 fulfillment

Facilitate a shared dialogue about progress toward goals in a way that fosters performance with fulfillment; 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 fulfillment by providing meaningful recognition to teams and individuals

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

Continued

The Leader Manager (TLM) has six integrated learning modules, as shown above. The face-to-face workshop can be taught by a Wilson Learning facilitator or by an organization’s own leader-trained in-house professional.

Enabling Improved Performance

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 behaviors 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 behavior is perceived by those who report to them and by their manager.

Evaluation

Wilson Learning will partner with your organization to measure the initial behavioral 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 customized to reflect your environment and business priorities and can be integrated with your processes.