

# Intentional Leadership

*What if...* your coaching conversations inspired your team to higher levels of engagement and performance?

## *Intentional Leaders inspire performance.*

The Intentional Leadership Program supports you in creating a workplace culture that inspires high performance and enables you to respond to the leadership challenges of today's work world. Intentional Leadership is designed to be highly interactive, providing you, as a leader, with the opportunity to discover, discuss and practice foundational leadership knowledge, skills, mindsets and tools to set you up for success, such as,

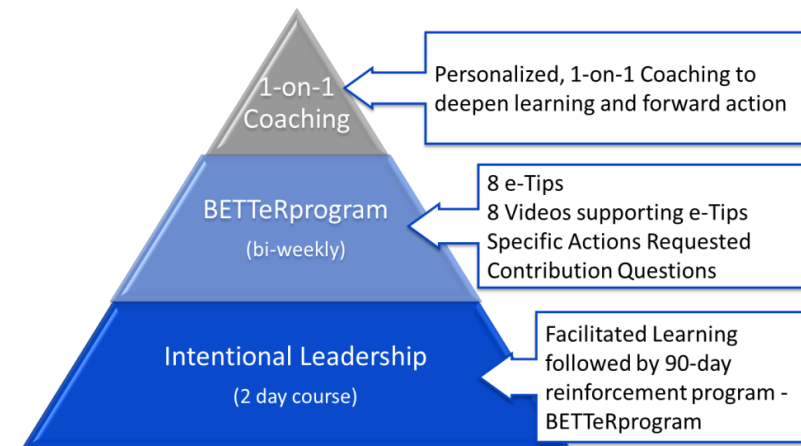
"How can I, as a leader ...

- ... build a more motivated and engaged team?
- ... increase my level of self-awareness as a coach & leader?
- ... develop more successful performance development relationships with team members?
- ... observe, plan and deliver feedback in a way that is both comfortable and successful?
- ... maximize the probability that coaching will lead to sustainable levels of increased performance?
- ... achieve better results without increasing head count, time or budget?

*"A leader's job is to engineer epiphanies,  
one conversation at a time."*

William Ury

## *The Intentional Leadership Process*



### **Key Outcomes:**

- Increase self-awareness and engagement (leader and team member perspective)
- Increase focus and understanding of team members' career aspirations and how to support them
- Align communication with intention – enhancing performance requires a positive focus on desired results versus a negative focus on past results
- Involve team members in performance discussions and be open to their perspectives
- Understand the root cause of non-performance to build effective and efficient action plans in partnership with your team member
- Discover a formula to enhance or restore trust at work
- Focus on coaching content that will reinforce and enhance performance

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## *The Intentional Leadership Difference*

Intentional Leadership follows a three-step process (Connect, Discover & Coach). This program addresses how to **enhance the one-on-one interactions** a leader has with each of their team members.

The key differentiator of the program is step one - Connect. In this module, participants are introduced to the concept of **getting connected** with their team member, one-on-one, through the Connection Conversation process. The content derived from Connection Conversations provides a foundation for the leader to be able to motivate and inspire higher levels of performance from the team member by understanding their desired future state and connecting it to both the current and desired state of the organization.

The other overarching differentiator of this program is the **focus on the positive** in all communication. We explore how to select the best communication tool (feedback or ideas) in order to attain the desired performance results and build confidence in others. Leaders learn how to be more specific in their feedback and ideas, focusing on behaviour versus interpretation. Leaders develop both awareness and capability to be more effective communicators.

Finally, Leaders will be held **accountable to apply the learning** to real life situations during the program while being video-taped and coached by peers.

## *Competency & Skill Development*

**Intention:** Self-awareness is central to the learning process. To be self-aware allows individuals to respond to the management and leadership challenges they face. Leading with intention requires self-awareness, consciousness about your choice of behaviour as a coach and accountability for the results of your actions.

**Conscious Competence Model:** The Conscious Competence Model is useful in considering the level of awareness (consciousness) team members have of their ability (competence) and to coach them to higher levels of performance.

**The Mastery Path:** This model frames how to support a high performance culture and it provides insight into what it takes to be a high performing individual. The Mastery Path takes you on a journey of human performance improvement. It suggests that old habits are hard to break, despite best intentions. The leadership challenge is how to

**Connection Conversations** are useful to understand the career aspirations of a team member. They help us understand, from the team member's perspective, where they want to go in the next couple of years and how we, as leaders, can support them. Connection Conversations help us inspire our team members by providing us with the knowledge about our team member that we can use to connect our performance communication to the team member's career vision. Once you understand the team member's vision (desired state) the key is to find the intersection between what they want and what the organization expects (the *i-factor*).

**Communication Tools:** There are three communication tools available to us; questions, feedback and ideas. Each tool has a specific intention. Leaders learn how to select and use the best tool to enhance results.

**Observation:** Our ability to observe accurately is challenged by many factors including the inability to always see the whole situation, our bias, team member's bias and human error. Leaders learn to observe in more effective ways.

**The Links to Performance Model** – This model shows that when there is a gap between current and desired performance, the leader must determine the root cause in order to know which intervention to act upon in order to get results. The Links to Performance Model is an effective way to analyze the root cause of non-performance of a team member or a situation to determine what intervention is required to enhance performance efficiently and effectively, avoiding common pitfalls.

**Coaching Conversations** are designed to be inspirational. From a content point of view, participants are asked to select high return-on-time-invested content for coaching discussions. Discussions arise about how to limit the amount of content to ensure the team member can absorb and use the information to enhance and maintain their performance and how to build **partnership** where team members come prepared to contribute. Both content and process are explored in this section to ensure effective coaching preparation and execution. All participants are given an opportunity to coach a team member and be coached by their peers. Participants gain significant insight into the coaching process both due to the practice of the process and the practice gained in coaching their peers.

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support the newly learned skill until it becomes a habit.

## *Reinforcement / Sustainment Program*

The Intentional Leadership BETTeRprogram™ is our way of supporting you in 'Owning your Learning' after the 2-day Intentional Leadership course. You will receive:



**e-Tip Videos:** Eight concise e-Tips with 3 – 5 minute videos which will reconnect you with key concepts and provide you with additional insights. The e-Tips and videos are great tools to refresh your learning quickly. You can show them to others or store them to refer to when needed.

**Actions Requested:** Drive results by applying your learning each week. Some weeks the actions requested will be for your own learning while other weeks you will be asked to bring the learning to your team.

**Contribution Questions:** These questions are designed with two purposes in mind:

- to evaluate the application of the learning and the impact of your effort
- to stimulate ongoing conversation about the coaching and leadership practices from this program

**One-on-one Coaching:** Innovative Facilitation's coaches provide you with a one hour 1-on1 coaching session to support you beyond the classroom in applying your learning so that you can drive results within your team.

## *The Intentional Leadership Agenda - Sample*

### Day 1:

**Communication** – *the foundation for demonstrating and inspiring performance:*

- Connect with Intention
- Discover the 'i-factor'
- Explore the Intentional Leadership Coaching Framework
- Experience the Impact of Effective Communication Tools
- Apply the Conscious Competence Model

**High Performance Culture** - *the foundation for sustainable results:*

- Journey along the Mastery Path

**Career Focus** – *the foundation for personal and team engagement:*

- Facilitate a Connection Conversation
- Video Practice & Peer Coach

### Day 2:

**Performance Focus** – *the foundation for ownership, accountability and results:*

- Build Partnership with Team Members
- Apply the Trust Equation
- Develop Observation Strategies
- Analyze Root Cause of Performance Gaps
- Reframe Undesired Results into Desired Actions
- Facilitate a Coaching Conversation
- Active Practice & Peer Coach
- Create Your Unique Leadership and Coaching Accountability Plan
- Boost 'Work Reality' Practice with 90 Day Support