

TRAINING LEADER'S GUIDE

Leading More **with Less**

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THE PROGRAM'S MESSAGE

Leadership always matters, but in tough times, it matters a whole lot more.

In a challenging environment, how do you inspire employees to become more involved, engaged and productive? Let's face it, these days we're all being asked to do a lot more, with a lot less. Everyone's feeling the stress, and it's easy for employees to become unfocused and concerned with self-preservation. In this kind of environment, strong leadership skills have never been more important.

"Leading More with Less" demonstrates six critical leadership skills that will inspire employees through difficult periods. These skills are universal and can be used through good—and bad—times, without spending any scarce resources. The key to understanding how these concepts work, is to see them in action. This video realistically demonstrates both "wrong way" and "right way," leadership examples—and the powerful effect they have on employees. The program is broken down into six distinct sections—with each chapter focusing on a specific technique:

1. What have you got to hide?
2. Are you well-informed?
3. Who's got the last word?
4. Déjà vu all over again?
5. Who do you appreciate?
6. Who's watching you?

HOW TO USE THIS PROGRAM

Before beginning any training, take time to read through the entire guide. If you are planning a training session, take special note of the "Preparing" section. The "Planning Considerations" and "Suggested Group Training" sections will help you determine your session's agenda. All worksheets contained within the guide can be used for both groups and individuals.

You will also find a copy of this leader's guide in PDF format on the enclosed CD-ROM. The leader's guide contains all the participant worksheets. Also included is a separate PDF file with just the participant worksheets. Use this file to easily print out copies of the worksheets and handouts as needed.

The slides, located at the end of this guide may be presented in a number of ways:

- ▶ Laptop Projection
- ▶ TV Monitor
- ▶ Flip Charts
- ▶ Handouts

For example, you can use the DVD to present the slides onto your monitor by selecting the "Slides" button on the DVD's main menu. Another option is to use the PowerPoint file on the enclosed CD-ROM and display the slides using your laptop attached to a video projector. The PowerPoint file may be edited as needed; for example, you could add your company's logo or other additional content specific to your organization.

Organizations that have purchased "Leading More with Less" training program may copy and edit the enclosed PowerPoint file and leader's guide worksheets for use with the video. However, it is illegal to duplicate any part of the video, in any format, without written authorization. Streaming rights, E-Learning rights and other duplication rights are available, but must be licensed prior to use. Contact **Access Training Media** to obtain these rights.

Finally, the DVD can be played as one continuous program, or you may use the scene selection menu to play the video in segments, depending on your training needs. The scene menu identifies the "Wrong Way" and "Right Way" scenes for each of the six chapters.

KEY TRAINING POINTS

1. **Tell The Truth**
 - Share information
 - Acknowledge fears
 - Reframe difficult situations as opportunities
 - Avoid sugarcoating the message
2. **Create An Open Environment**
 - Encourage involvement
 - Use open-ended questions and listen
 - Reserve time for one-on-one input
 - Let people know their input is valued
 - Promote cross-department communication
3. **Support Autonomy**
 - Create team goals
 - Delegate
 - Balance freedom and responsibility
 - Require accountability
4. **Challenge The Status Quo**
 - Question procedures
 - Resist dictating solutions
5. **Show Appreciation**
 - Recognize people's hard work
 - Make praise genuine, focused and timely
 - Praise each person appropriately
6. **Set An Outstanding Example**
 - Demonstrate a strong work ethic and enthusiasm for the job
 - Provide needed support

TRAINING APPLICATIONS

This program can be used as a self-contained **leadership development program**—or part of an organization's larger leadership training program. The leader's guide and accompanying video have been designed for use in a group training session, but can work equally well for self-study. This program is also available for streaming or as an E-Learning course; however, a separate license must be obtained for those kinds of applications. This program is ideal training for leaders at all levels, including:

- ▶ **Managers**
- ▶ **Supervisors**
- ▶ **Team Leaders**

PLANNING CONSIDERATIONS

- 1. Know Your Audience**
Understand the training needs of your audience and target your training accordingly.
- 2. Determine Objectives**
Determine the objectives of your training session, considering your audience and their needs.
- 3. View Video**
Watch the program. Note situations that relate directly to your audience.
- 4. Prepare Environment**
Reserve a comfortable room with easy access for viewing the video and for small and large group discussions.
- 5. Prepare Materials**
Use the Training Leader's Checklist to organize your training location and any needed support materials. Print or photocopy all participant worksheets.
- 6. Check All Presentation Equipment**
Test all audio and visual equipment **well before** the training session begins. At the beginning of the session, make sure everyone can see and hear the presentation.
- 7. Send Out Invitations to Participants**
A sample email announcement is provided for your use. (Page 6)

TRAINING LEADER'S CHECKLIST

- 1. Reserve an appropriate location with:**
 Comfortable seating Easy viewing of visuals
 Good lighting Adequate writing surface for participants
 Good acoustics Accommodations for participants with disabilities
- 2. Make sure all equipment is working by:**
 Playing the video prior to training session - ensure the player, monitor and sound are functional
 Testing projection equipment, laptop computer and any additional devices
- 3. Organize and prepare all materials, including:**
 Training leader's guide PowerPoint slides or other presentation media
 Note pads, pens Worksheets & handouts printed for participants
- 4. Any additional materials (list below):**

SUGGESTED GROUP TRAINING SESSION

For 2.5 hour live training session:

Activity	Time	Page(s)
“Leading More with Less” - Welcome & Discussion Worksheet #1: “Leadership always matters...”	20 minutes	7 16
“True or False” - Exercise & Discussion Worksheet #2: “True or False”	30 minutes	8 17-18
Video Presentation, Exercise & Discussion Worksheet #3: “Video Review Questions”	40 minutes	10-11 19-20
Break	10 minutes	—
“Essential Leadership Skills” - Exercise & Discussion Worksheet #4: “Essential Leadership Skills”	20 minutes	12 21
“Action Plan” - Exercise & Discussion Worksheet #5: “Action Plan”	20 minutes	13 22
Conclusion / Session Feedback Worksheet #6: “Session Feedback Form”	10 minutes	14 23

(Note: These times are approximate and may vary depending upon the size and responsiveness of your audience.)

SAMPLE EMAIL ANNOUNCEMENT

Send an email to participants to announce your upcoming training. Below is a sample email you can customize to fit your needs.

Date:

To: (Participant's Name)

From: (Trainer's Name)

Re: "Leading More with Less" Leadership Development Program

In a challenging environment, how do you inspire employees to become more involved, engaged and productive? Let's face it, these days we're all being asked to do a lot more, with a lot less. Employees are also facing adversity, and it's easy for them to become stressed, unfocused and concerned with self-preservation. In this kind of environment, strong leadership skills have never been more important.

On (insert date) at (insert time), we will hold a leadership development training session on "Leading More with Less". The session will be held at (insert location). The purpose of the leadership development training session is to demonstrate and reinforce these critical leadership skills:

1. Tell The Truth
2. Create An Open Environment
3. Support Autonomy
4. Challenge The Status Quo
5. Show Appreciation
6. Set An Outstanding Example

Please mark your calendars so you can attend this important training session.

Thank you!

Time Required: ► 20 minutes

Materials Needed: ► Slide #1 "Leading More with Less" (Page 25)
► Slide #2 "Leadership always matters..." (Page 26)
► Worksheet: #1: "Leadership always matters..." (Page 16)

Reveal Slide #1:

"Leading More with Less"

Welcome:

Introduce yourself and welcome participants. If appropriate, ask participants to introduce themselves and describe their job responsibilities and work group.

Read or Paraphrase:

We're all being asked to do a lot more, with a lot less these days. Employees are also facing adversity and it's easy for them to become stressed, unfocused and concerned with self-preservation. The purpose of this training session is to develop leadership skills that will inspire employees to become more involved, engaged and productive—even in the most challenging times. In this kind of environment, strong leadership skills have never been more important.

Reveal Slide #2 and Discuss:

Leadership always matters, but in tough times, it matters a whole lot more.

Hand out Worksheet #1 and Read or Paraphrase:

Think of a time when you were in a challenging work situation - a time of major change, cutbacks, mergers.... Describe a specific situation in which you (or someone you worked for) handled a situation badly. What did you (or your boss) do wrong and what was the result?

Large Group Discussion:

Once participants have completed the worksheet, ask a few people to briefly share their answers to questions #1 and #2. Next, ask participants to offer the name of the leadership skill they identified in question #3. You may find common threads in the skills used in the "Right Way" examples (question #2), which relate to the skills illustrated in the video "Leading More with Less":

- Tell The Truth
- Create An Open Environment
- Support Autonomy
- Challenge The Status Quo
- Show Appreciation
- Set An Outstanding Example

"TRUE OR FALSE" - EXERCISE & DISCUSSION

Time Required: ► 30 minutes

Materials Needed: ► Worksheet: #2: "True or False" (Pages 17-18)

Hand Out Worksheet #2 and Explain:

On your own, please circle **TRUE** or **FALSE** for the following questions on this worksheet. After each question, write a brief explanation for your answer. In about 15 minutes, you'll split up into small groups and discuss your answers. The issues raised on this worksheet will be examined further in the video we will be watching.

Large Group Discussion:

Time permitting; you may use the answers below as a basis to lead a large group discussion.

1. When management receives bad news, it's best to keep the information under wraps as negative news makes employees anxious and distracted from their work. (Answer: FALSE)

EXPLANATION: It is better for people to hear the truth from you, rather than from rumors. If employees are kept "in the loop" they're more likely to be involved and help come up with solutions.

2. In tough times employees will often 'keep a low profile' to avoid getting blamed for creating the problem. (Answer: TRUE)

EXPLANATION: When things are going poorly, it's a natural instinct for people to 'lie low,' but in reality this is when everyone's participation is needed most.

3. All employees should be given the same amount of autonomy to ensure that they all feel they're being treated fairly. (Answer: FALSE)

EXPLANATION: For autonomy to work, the amount of freedom should be balanced with individual responsibility. This will vary by the amount of experience an employee has. As experience grows, so will an employee's autonomy and responsibility.

(more)

(cont'd)

4. If your organization is going through a difficult period, it's a good strategy to go back to 'tried and true' systems which have always worked in the past. (Answer: FALSE)

EXPLANATION: Difficult times call for change from the way things have always been done. The world is continually changing and what worked in the past, may not work in the future. This is precisely the time to challenge the status quo and come up with better ways of working.

5. The most effective way to show appreciation for people's hard work is to schedule a group meeting and thank everyone together. (Answer: FALSE)

EXPLANATION: For praise to be meaningful, it needs to be genuine, focused, and timely. A group "thank you" is not a bad idea, but it's more effective to recognize someone's specific accomplishment at the time you are made aware of it.

6. As a leader, your behavior and attitude towards work is more powerful than the words you use. (Answer: TRUE)

EXPLANATION: As a leader, you set the standard. If you demonstrate a strong work ethic and positive attitude, it's much more powerful than anything you could say.

Time Required: ► 40 minutes

Materials Needed: ► DVD: "Leading More with Less" (17.5 minutes)
 ► Worksheet: #3: "Video Review Questions" (Pages 19-20)

Read or Paraphrase Video Introduction:

The video "Leading More with Less" is an engaging video that demonstrates valuable lessons on how to lead people in tough times. As you watch the video, please note those situations that relate to your own work experience. Following the video, you will be asked ten multiple choice questions. The questions are not difficult and are designed to reinforce the training points within the video. You may take notes during the video.

Present the Video:

"Leading More with Less" (17.5 minutes) Please note the DVD can be played as one continuous program, or you may use the scene selection menu to play the video in segments, depending on your training needs. The scene menu identifies the "Wrong Way" and "Right Way" scenes for each of the six chapters.

Hand out Worksheet #3 "Video Review Questions":

After viewing, pass out Worksheet #3 and allow time for participants to complete the worksheet.

Large Group Discussion:

The questions, with the correct answers highlighted below, may be used as a basis for a discussion with the large group. You may conclude the discussion by asking if there are any additional questions or comments.

1. Near the beginning of the video, James (the team's leader) overhears some negative comments from his team. What were they most concerned about?
 - A. Having to do too much work
 - B. Not knowing what was going on in the organization**
 - C. Being too friendly with his team
 - D. Revealing too much to his team

2. In the conference room, James opens up to his team and tells them exactly what's going on in the organization. What other positive thing did he do?
 - A. He put a positive spin on the bad news
 - B. He dismissed people's fears
 - C. He came up with a detailed plan to reverse the situation
 - D. He focused the discussion on what the team could do**

3. In the video several employees are reluctant to offer suggestions to management. Why?
 - A. They didn't think their ideas were good enough
 - B. They were afraid of James
 - C. They didn't want to be ignored or blamed**
 - D. They were trying to sabotage James' plan

(more)

(cont'd)

4. What is the most effective way to encourage employee involvement?
 - A. Let them know their opinions are valued and appreciated**
 - B. Ask brief, yes or no questions
 - C. Let them know that you, as a leader, have the answers
 - D. Work with each department independently

5. What happened when James insisted on having the last word on all decisions?
 - A. Fewer mistakes were made
 - B. The workflow became inefficient**
 - C. Employees felt they would no longer be blamed
 - D. Employees got a clear message that he was a strong leader

6. What is an important benefit of autonomy?
 - A. Mistakes are a thing of the past
 - B. Everyone is their own boss
 - C. Employees are more engaged in their work**
 - D. You don't have to be a team player

7. In the midst of tough times, what's a good reason to challenge the status quo?
 - A. Anything is better than what was done before
 - B. Your employees will give you more respect
 - C. Employees work harder when you shake things up every so often
 - D. What's worked in the past, may not work in the future**

8. Praise works best when it's genuine, focused and timely—but which of the following is *not* true about praise?
 - A. Praise is free--it costs you nothing
 - B. It's motivating and can increase performance
 - C. It's more effective if everyone is praised in the same way**
 - D. Makes people feel their work is valued

9. Why should leaders know their actions are being observed and judged on a daily basis?
 - A. A little paranoia is a good thing
 - B. It helps build your confidence
 - C. It keeps you from playing favorites
 - D. Your actions are likely to be emulated by your employees**

10. In tough times, which of the following is most true?
 - A. Leaders must be more forceful with their decision making
 - B. Leaders should encourage employees to take part in finding solutions**
 - C. Leaders need to focus exclusively on the bottom line
 - D. Leading is easier because you are in a more powerful position

Time Required: ▶ 20 minutes

Materials Needed: ▶ Slide #3 (Page 27)
▶ Slide #4 (Page 28)
▶ Worksheet: #4: "Essential Leadership Skills" (Page 21)

Reveal Slide #3 and Read:

Remember, we're all watching, so set an outstanding example.

- "Leading More with Less" video

Reveal Slide #4: "Essential Leadership Skills":

Hand Out Worksheet #4: "Essential Leadership Skills":

Explain that the list of training points is intended primarily as an aid for participants to remember the training points presented in the video.

Large Group Discussion:

You may choose to lead a discussion asking participants to elaborate on any of the training points that resonates with their work experience. For example you could go through each of the six main training points and ask participants if they can share an example where a particular leadership skill was (or was not) implemented. What was the outcome and how could it have been different?

- Time Required:** ▶ 20 minutes
- Materials Needed:** ▶ Slide #5 (Page 29)
▶ Worksheet: #5: "Action Plan" (Page 22)

Reveal Slide #5 and Read:

So now it's your turn to start "leading more, with less."
- "Leading More with Less" video

Hand Out Worksheet #5 and Explain:

Take a moment to think about the leadership skills we've discussed today. This next worksheet will help you create an action plan that will put your best leadership skills into practice. Begin by identifying the three most beneficial leadership skills you would like to remember and implement. After you've completed the worksheet, we'll have a brief discussion about the benefits and challenges of using these new skills.

Large Group Discussion:

After everyone has completed the worksheet, ask which actions might be the most difficult for them to implement. Why?

Time Required: ▶ 10 minutes

Materials Needed: ▶ Slide #6 (Page 30)
▶ Worksheet: #6: "Session Feedback" (Page 23)

Reveal Slide #6 and Read:

If your actions inspire others to dream more, learn more, do more and become more, you are a leader.
- John Quincy Adams

Hand Out Worksheet #6 and Conclusion:

Ask participants for any final questions or comments. Thank your group for their participation, hand out Session Feedback forms, and ask participants to complete them before leaving.

For Preview Only

PARTICIPANT WORKSHEETS

(For use in live training sessions or self study)

For Preview Only

WORKSHEET #1: "LEADERSHIP ALWAYS MATTERS..."

Instructions: In the space provided below, briefly answer the following questions about your leadership experiences at work.

1. Think of a time when you were in a challenging work situation - a time of major change, cutbacks, mergers.... Describe a specific situation in which you (or someone you worked for) handled a situation badly. What did you (or your boss) do wrong and what was the result?

2. If you could go back and change your behavior (or your boss's) in that specific situation, what would you do differently? How might the results have changed?

3. Give a name for the leadership skill you used in question #2. Why is that skill especially important in tough times?

WORKSHEET #2: "TRUE OR FALSE"

Instructions: On your own, please circle **TRUE** or **FALSE** for the following questions. After each question, briefly write your explanation for each answer. When finished, you'll discuss your answers in small groups. Time permitting; there will be a further discussion with the whole group.

1. **TRUE or FALSE:** When management receives bad news, it's best to keep the information under wraps as negative news makes employees anxious and distracted from their work.

Why: _____

2. **TRUE or FALSE:** In tough times, employees will often 'keep a low profile' to avoid getting blamed for creating the problem.

Why: _____

3. **TRUE or FALSE:** All employees should be given the same amount of autonomy to ensure that they all feel they're being treated fairly.

Why: _____

4. **TRUE or FALSE:** If your organization is going through a difficult period, it's a good strategy to go back to 'tried and true' systems which have always worked in the past

Why: _____

(more)

(cont'd)

5. **TRUE or FALSE:** The most effective way to show appreciation for people's hard work is to schedule a group meeting and thank everyone together.

Why: _____

6. **TRUE or FALSE:** As a leader, your behavior and attitude towards work is more powerful than the words you use.

Why: _____

For Preview Only

WORKSHEET #3: "VIDEO REVIEW QUESTIONS"

Instructions: Please **circle the correct** answer for each of the following questions. You may be asked to share your answers with the large group.

1. Near the beginning of the video, James (the team's leader) overhears some negative comments from his team. What were they most concerned about?
 - A. Having to do too much work
 - B. Not knowing what was going on in the organization
 - C. Being too friendly with his team
 - D. Revealing too much to his team

2. In the conference room, James opens up to his team and tells them exactly what's going on in the organization. What other positive thing did he do?
 - A. He put a positive spin on the bad news
 - B. He dismissed people's fears
 - C. He came up with a detailed plan to reverse the situation
 - D. He focused the discussion on what the team could do

3. In the video several employees are reluctant to offer suggestions to management. Why?
 - A. They didn't think their ideas were good enough
 - B. They were afraid of James
 - C. They didn't want to be ignored or blamed
 - D. They were trying to sabotage James' plan

4. What is the most effective way to encourage employee involvement?
 - A. Let them know their opinions are valued and appreciated
 - B. Ask brief, yes or no questions
 - C. Let them know that you, as a leader, have the answers
 - D. Work with each department independently

5. What happened when James insisted on having the last word on all decisions?
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(more)

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9. Why should leaders know their actions are being observed and judged on a daily basis?
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 - C. Leaders need to focus exclusively on the bottom line
 - D. Leading is easier because you are in a more powerful position

Essential Leadership Skills:

1. Tell The Truth

- Share information
- Acknowledge fears
- Reframe difficult situations as opportunities
- Avoid sugarcoating the message

2. Create An Open Environment

- Encourage involvement
- Use open-ended questions and listen
- Reserve time for one-on-one input
- Let people know their input is valued
- Promote cross-department communication

3. Support Autonomy

- Create team goals
- Delegate
- Balance freedom and responsibility
- Require accountability

4. Challenge The Status Quo

- Question procedures
- Resist dictating solutions

5. Show Appreciation

- Recognize people's hard work
- Make praise genuine, focused and timely
- Praise each person appropriately

6. Set An Outstanding Example

- Demonstrate a strong work ethic and enthusiasm for the job
- Provide needed support

WORKSHEET #5: "ACTION PLAN"

I want to remember and use...

List the top three leadership skills from the video and/or training session that you would like to remember and implement:

1. _____

2. _____

3. _____

Write down a couple of upcoming situations where you can begin using the above leadership skills.

What obstacles, if any, may prevent you from taking the above actions? How can you overcome those obstacles?

What benefits can you predict as a result of using these new skills?

WORKSHEET #6: "SESSION FEEDBACK FORM"

Instructions:

Please circle the number that best describes your evaluation of the training session:

	Strongly Agree	Agree	Uncertain	Disagree	Strongly Disagree
This program made me aware of the leadership skills I should use.	5	4	3	2	1
I discovered areas where I need to improve my leadership skills.	5	4	3	2	1
This training session was valuable and a good use of my time.	5	4	3	2	1

The best part of the program was:

The program could be improved by:

Additional comments:

The following pages contain slides that can be accessed and displayed in the following ways:

▶ Laptop Projection ▶ TV Monitor ▶ Flip Charts ▶ Handouts

These slides can also be found within a PowerPoint file on the enclosed CD-ROM. Another option is to call up similar versions of these Slides using the DVD. Look for the “Slides” button located on the main menu screen of the DVD. You will be able to display the Slides directly to your monitor before or after playing the video. If ever needed, you can download the PowerPoint file directly to your computer from this website:

www.accesstrainingmedia.com

Look for the “Downloads” button on the home page—then navigate to the appropriate link.

For Preview Only

Leading More
with Less

For Preview Only

***Leadership always matters,
but in tough times,
it matters a whole lot more.***

- “Leading More with Less” video

***Remember, we're all watching,
so set an outstanding example.***

- "Leading More with Less" video

Essential Leadership Skills:

1. Tell The Truth

- Share information
- Acknowledge fears
- Reframe difficult situations as opportunities
- Avoid sugarcoating the message

2. Create An Open Environment

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- Demonstrate a strong work ethic and enthusiasm for the job
- Provide needed support

***So now it's your turn to start
"leading more, with less."***

- "Leading More with Less" video

If your actions inspire others to dream more, learn more, do more and become more, you are a leader.

- John Quincy Adams

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