



PERSONIFY
LEADERSHIP®

MEETING
GUIDE FOR
PARTICIPANT'S
MANAGER

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MEETING GUIDE FOR PARTICIPANT'S MANAGER



Introduction and Purpose

This meeting guide provides a suggested outline and discussion points for you to have with your direct report who is planning to attend Personify Leadership. The purpose of the conversation is to:

- Discuss leadership strengths and development opportunities.
- Discuss what your direct report hopes to get out of attending Personify Leadership.
- Set the stage to provide ongoing support for implementing the skills learned in the program.

Your support before, during and after the training will help your direct report be more successful in implementing the skills learned in Personify Leadership. It is easy to get caught up in the demands of day-to-day business and fall back on established norms. With your assistance, your direct report will be able to make the changes required to improve leadership skills, which will lead to improved team and business results.

Program Overview

What is Personify Leadership?

A Personify Leadership brochure was included with this meeting guide. It will tell you everything you need to know about the program your employee is about to attend. Here are some highlights:

Participants who go through the Personify Leadership program will be exposed to eight core competencies for leadership effectiveness that will help him/her to:

- Deepen his/her understanding of what it takes to be a leader.
- Develop key skills and practical "how to's" for leading the workforce more effectively.
- Gain a greater appreciation for strengths and development areas.
- Experience a comprehensive and diverse approach to leadership.

There are eight core competencies covered in Personify Leadership:

- 1.** Heart of a leader: Be a leader whose intention is to look out for the best interest of others.
- 2.** Mind of a leader: Be a leader who is emotionally resilient.
- 3.** Voice of a leader: Be a leader who communicates a message that resonates with those who receive it.
- 4.** Ears of a leader: Be a leader who takes time to truly listen to others.
- 5.** Hands of a leader: Be a leader who provides direction and support.
- 6.** Feet of a leader: Be a leader who walks the talk.
- 7.** Spine of a leader: Be a leader who is courageous in tough times.
- 8.** Eyes of a leader: Be a leader who has a vision for the future.



ACTION STEPS FOR MANAGER

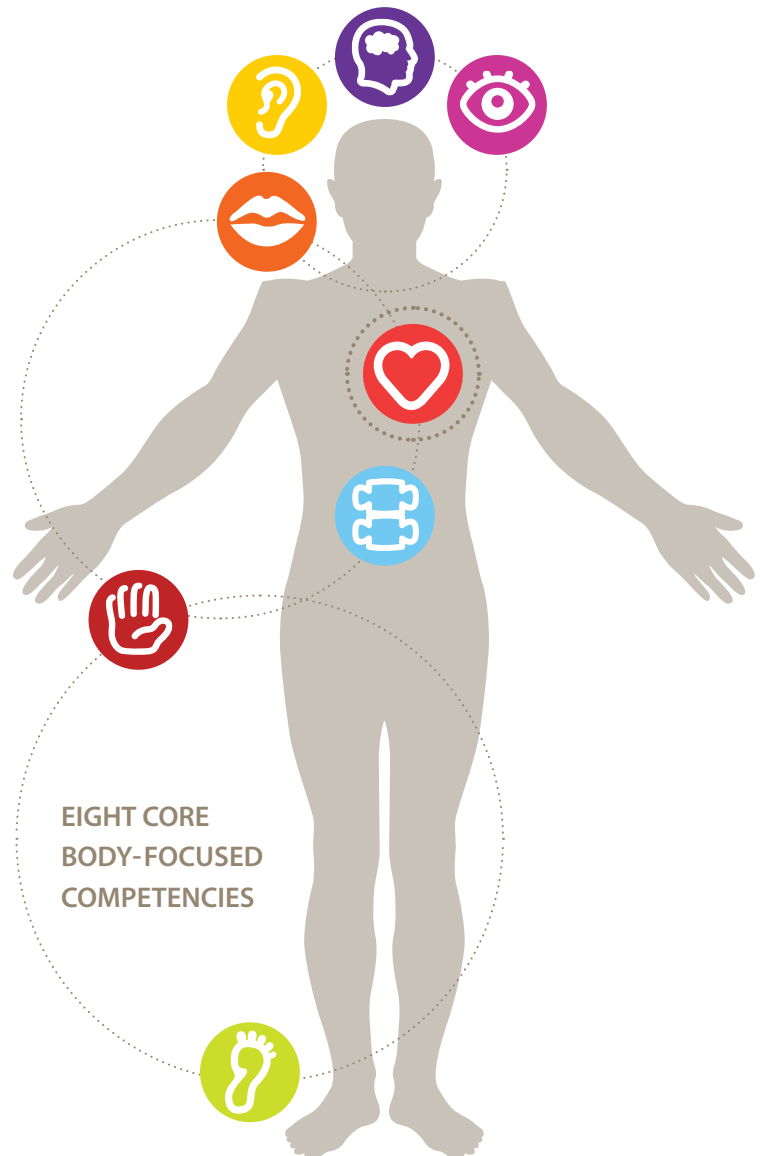
1. Set up a meeting with your direct report. Tell him/her to bring the completed Pre-Training Self Evaluation to the meeting.
2. Complete the Pre-Training Employee Evaluation.
3. Meet with employee:
 - a. Discuss upcoming training. If appropriate, explain background for why employee was selected to attend the training.
 - b. Review the Pre-Training Employee evaluation. Compare how you evaluated the competencies vs. how the employee rated him/herself. Agree on the 1-2 competencies that the employee is best at, and the 1-2 that need the most development.
 - c. SAY: I want you to be able to stay focused on the training for the 2 days that you are out of the office and not worry about what is going on here. ASK: Who have you arranged to cover for you? ASK: Do you need any assistance from me while you are gone?
 - d. Tell the employee that you will follow up after the training to learn about his/her plans for implementing the new skills that he/she learned.

At Personify Leadership, we believe that attending a training program is just one step towards improving skills. Your support before, during and after the training will help ensure that attending Personify Leadership has a lasting impact on your direct report's leadership skills and overall effectiveness.

If you have any questions about the program or pre-work assignment please contact your organization's Personify Leadership facilitator.

1-800-495-5715

www.personifyleadership.com











PRE-TRAINING EMPLOYEE EVALUATION











Each body-focused competency module includes skills, concepts, tools, and theories related to that core competency. Below is a list of each of the body parts, along with 3 of observable behaviors that fall under that competency. Considering your direct report, place a check mark in the appropriate column:

- Strength – Excels and role models this skill for others. He or she is an asset to the organization in this area.
- Proficient – Skilled and capable in this area. This could be a strength with further focus.
- Adequate – Meets minimum standards but requires further focus in this area.
- Develop – Weak in this area and it impacts the individual results and the results of the team.

You will review this checklist with your direct report. Be prepared to back up your evaluation with specific examples.

       	Strength	Proficient	Adequate	Develop
Heart of a leader: Be a leader whose intention is to look out for the best interest of others.				
• Acts in the best interest of the team and/or organization (not just in his/her own self-interest).				
• Establishes mutually beneficial professional relationships through collaboration, cooperation and treating people with respect.				
• Builds trust and respect with those that he/she leads.				
Mind: Be a leader who is emotionally resilient				
• Maintains composure and responds appropriately in situations where it would be easy to respond emotionally.				
• Recognizes when his/her own, or team members', behavior is negatively affected by stress and takes action to alleviate stress.				
• Focuses on what is within his/her control and does not waste energy dwelling on what is outside of his/her control.				
Voice: Be a leader who communicates a message that resonates with others				
• Communicates clearly and directly so that the receiver understands the intended message.				
• Tone and body language are consistent with the intended message.				
• Adapts communication style based on the other person's communication preferences.				



       	Strength	Proficient	Adequate	Develop
Ears: Be a leader who takes time to truly listen				
<ul style="list-style-type: none"> When speaking with someone, gives the other person his/her full attention (e.g. does not multi-task , allows the other person to finish talking, avoids distractions, etc.). 				
<ul style="list-style-type: none"> Asks clarifying and confirming questions to make sure he/she understand the message that was intended. 				
<ul style="list-style-type: none"> Takes time out of schedule to listen to others regardless of who the other person is and how his/her opinions may differ. 				
Hands: Be a leader who provides direction and support				
<ul style="list-style-type: none"> Utilizes the delegation process as an opportunity to develop, deepen or leverage talent. 				
<ul style="list-style-type: none"> Delegates the right projects to the right people and provides the appropriate level of support and follow up. 				
<ul style="list-style-type: none"> When delegating to others, he/she has structured, regular meetings with them, using what they know about their style to coach and develop them. 				
Feet: Be a leader who walks the talk				
<ul style="list-style-type: none"> Words and actions are in alignment and demonstrate leadership (e.g. follows through on commitments, accepts responsibility for actions, does not place blame, avoids gossip, etc.). 				
<ul style="list-style-type: none"> Is a leader who takes the time to consider the other side of the story rather than being a victim. 				
<ul style="list-style-type: none"> Utilizes the delegation process as an opportunity to develop, deepen or leverage talent. 				
Spine: Be a leader who is courageous in tough times				
<ul style="list-style-type: none"> Is courageous when faced with challenges and obstacles. 				
<ul style="list-style-type: none"> Embraces organizational complexity as part of the job and seeks to build relationships at all levels. 				
<ul style="list-style-type: none"> Effectively conducts, and does not avoid, courageous conversations (e.g. addressing poor performance, giving difficult feedback, disagreeing with the group consensus, etc.). 				
Eyes: Be a leader who has a vision for the future				
<ul style="list-style-type: none"> Has a vision and develops plans for the future. 				
<ul style="list-style-type: none"> Sets goals for self and team, including developmental goals as well as organizational outcome related goals. 				
<ul style="list-style-type: none"> Stays focused on those goals, and helps team stay focused. Does not spend energy on activities that do not support the goals. 				