



Leadership Training that Matters - ½ to Full Day Sessions - Organizational success starts with managers. It is crucial for managers to have ongoing training, resources, tools, and techniques to ensure they are leading their teams effectively toward common goals and objectives while balancing ever-changing demands. Titanium Consulting can customize topics for your organization, or we have ready-to-go topics that impact your employees' well-being and performance, such as:

Creating a Conflict-Positive Organization Resolution: Conflict is present if a decision is to be made. Sessions examine the organization's nature and sources of conflict to assist managers in developing constructive methods for handling conflict. The course also examines the characteristics of conflict management styles and dealing with conflict. Self-assessment exercises help managers build action plans for dealing with difficult situations and managing conflict. We provide techniques for identifying issues, handling conflict, and making decisions effectively.

Creating and Sustaining a Culture of Trust: One key driver of success for leaders is a culture of trust. In order to sustain trust, leaders must nurture principles of trust - accountability, reliability, confidentiality, and integrity. It is not easy for leaders to purposely manage their teams with intention every day. Trust is fundamental when employees take ownership of their actions and outcomes and foster an environment that encourages responsible behavior. In this course, we will explore the significance of trust principles in the workplace and how they can be used as a powerful leadership tool to drive organizational success long-term and allow leaders to manage with meaning every day.

How to Get to Yes!: An employer with successful managers who *engage* their direct reports experience higher customer satisfaction, higher productivity, higher net margins, less absenteeism and fewer work comp incidents. Managers not only define expectations but must also get buy-in from their team members. Organizational structures are less hierarchical than they may have been in the past. Team members want a say in decisions that affect them rather than being dictated by a boss. Managers will develop using the "yes, and" technique to problem-solve by first taking a step back, identifying the problem, brainstorming how it can be solved, and then holding team members accountable.

Interpersonal and Supportive Communication for Leaders: Communication is one of the critical skills to manage people effectively. Communication is defined as the transfer of understanding, and the focus is on developing an awareness of the various ways the communication process breaks down in organizations. Topics include barriers and opportunities for effective communication, listening reflectively, and understanding interpersonal styles. Supportive communication is designed to overcome defensiveness and is the primary method used in coaching, counseling, and providing constructive feedback. How leaders handle crucial conversations matters most within an organization.

Leaders Create the Culture Driving the Behaviors Producing Results: We often find ourselves on autopilot trying to get everything that needs to be completed in the day. To be successful, you may work more hours; just do it yourself or tell yourself to accept certain behaviors because work gets done. At the end of the day, you were named leader for a purpose and need to use intentional actions to manage the team's success. With the use of a structured game plan, leaders will get off auto-pilot so they are not being sucked into the "noise" of daily events and being pulled in every direction but choosing where to make a difference with each "gameplay" so they have a winning team.

Mapping Meaningful Connections (increasing emotional intelligence in the workplace): Everywhere we turn, we hear how important it is as leaders to have courageous conversations. In order to do this, we must understand where we are, where we want to go, and how to navigate through the complexity of emotions, experiences, and interactions. We can better gain clarity when we understand how thoughts, emotions, and actions are the super-highway to the decision-making process. Brene Brown states, "Language shows us that naming an experience doesn't give the experience more power, it gives *us* the power of understanding and meaning." After decades of research, we understand that those who can distinguish between a range of emotions and manage emotions are better equipped to map read relationships in the workplace.

Meeting and Exceeding Internal Service Excellence: Providing customer service starts with us! Every great organization can trace its success to a key, fundamental concept – teamwork. This session evaluates how leaders in the organization are ideal team players, hold others accountable constructively and collaborate to maximize the team's effectiveness by creating a people-first culture.

Radical Candor: Care Personally & Challenge Directly: Focus on two guiding principles of radical candor—caring personally and challenging directly to build stronger relationships within the team and create a culture of sincerity and helpful guidance. These guiding principles inspire team members to bring their best and most motivated selves to work every day. Bringing radically candid leadership to your workplace directly enhances four vital components of building an effective team:

- Building trusting relationships with team members
- Improving the guidance given and received
- Managing team members' ambitions and growth more effectively
- Creating an efficient and effective collaboration system

We Are in This Together – Sink or Swim Teamwork!: Every great organization can trace its success to a key ingredient – Teamwork. It is not a secret ingredient. However, not every leader knows how to make a team work effectively or be a team member. Inspire every team member to be an ideal team member, maximizing the team's effectiveness in routine daily tasks or significant assignments with guiding principles any team can implement.

What Happens When Ego Enters the Room?: Best-selling author Ryan Holliday shares, *"Wherever you are, whatever you're doing, your worst enemy already lives inside you: your ego."* Our ego has been our best friend since we said our first word and took our first step, encouraging us forward and pushing us outside our comfort zone, even if we fell. However, it also can hold us back in ways we may not see, impacting how we lead teams, manage relationships and own our seat at the executive level. Learn ways to check the ego so you can be genuinely supportive as a manager and coach others to be the most productive team members.

Electric Utility/Cooperative-Tailored:

The Connection Between the Cooperative, Team and YOU!: Every position is critical to an organization, and your team's work supports the organization's mission. The supervisor's role is a key driver in your team's success. Leaders must act with intention, purpose, and focus to create the relationship between every position, the department and the organization to amplify performance.

Leading Through Adaptive Challenges: Utilities/Cooperatives face increasingly complex and dynamic environments. In the past, electric utilities could view change as a once-in-a-while, episodic event. The status quo was an acceptable way of doing business. Utility leaders must face the reality of navigating through constant changes and be adaptable. Leaders must be equipped for this new environment and the constant pressure to transform their teams to respond to the heightened demands of the new realities. This workshop provides a framework for leading your department through these challenges while working with other team members to meet organizational demands.

"Micro" Sessions – ideal for online or targeted in-person training for employee groups to be used after ½ or full day training to focus on one learning objective at a time. These micro-sessions are a perfect way to hone the skills of your entire team by bringing these compact sessions (60-90 minutes) to your location or live, online group training event to target learning experiences. These micro-sessions:

- Strengthen staff performance with focused instruction in critical strategic areas.
- Nurture existing talent to assist staff members in being more confident and competent in specific performance areas.
- Leverage training to ensure adoption, effectiveness, and ensure critical consistency.

Topics may be customized from the ½ or full-day training curriculum and include:

Dealing with Difficult Personalities and Situations: It would be easier if everyone thought and acted the same way. The reality is we encounter new situations and challenges almost every day. We work on de-escalation strategies and techniques to gain clarity so individuals can respond to challenging behaviors to achieve a desired outcome.

7 C's of Communications – targeting the audience: Effective communication is the transfer of information. It is an ongoing process, not an event. It is an investment that should be done well if ROI is desired. We can spend almost our entire day communicating. It stands to reason that communicating clearly and effectively can boost productivity.

Clarify and Promote the Culture One Situation at a Time: It is not an HR thing. Leading people is hard work. The mindset shift from an individual contributor to a transformational one requires commitment, trust and different communication skills for ongoing productive results. No two team members are the same. When you think you have the hang of it, another situation comes along. We focus on competencies to help leaders achieve the skills and characteristics to build a winning team one "gameplay" at a time.

As a Leader, It Is Your Responsibility to CREATE a Safe Space, Not Take Up Space:

According to the Gallup Organization, leadership and management directly influence workplace engagement, and there is much that organizations can do to help their employees thrive at work. Engagement or culture is one of the factors that most strongly influence the retention of an employee in an organization. As a manager, we cannot wait for significant moments to start connecting with team members. It is in "sliding door" moments that trust is built or lost. Trust and relationships are not made in the heightened moments surrounding tragedies or significant new events. We will look at four steps managers can do to open doors and create safe spaces: 1) Welcome, 2) Engage, 3) Empower, and 4) Champion.

Resilient Leadership: A resilient person is someone who has strong coping skills and is effectively able to use their available resources. Recognizing a leader's influence on the team and how they set the tone for their team is essential. If a leader lacks mental resilience, the team does not give its best effort to achieve goals. Successful leaders navigate adversity and bounce back from disappointments and difficulties. We will develop techniques to turn "NO" into the "next opportunities."