



Leadership  
Development  
Programs

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# ABOUT RENEWERGY

## VISION

Creating the future of green energy solutions by educating and engaging the public.

## MISSION

At Renewergy, we are dedicated to leading the world's transition to a clean and sustainable lifestyle. Utilizing creativity and innovative technology, we plan to bring affordable and dependable green energy solutions to residential and commercial audiences.

Renewergy is the world's leading green energy solutions company. As a Fortune 500 organization, we serve both residential and industrial customers by providing an exclusive suite of top-of-the-line energy solutions products. We design, manufacture, and implement ergonomic solar thermal and electric products that are renewable, affordable, and dependable.

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# Project Charter



# Project Charter

## Project Authorization

Renewergy's leadership team is pleased to announce our new Leadership Development Program. CEO Howard Kalman has given the leadership team full authorization to begin implementing the new program throughout our workplace. The Leadership Development Program focuses on growing and strengthening the careers of Renewergy employees within the company.

## Goals

Our main purpose for the Leadership Development Program is to build employee confidence at Renewergy and teach skills that apply to a variety of roles. We have decided to focus on three main goals as a way to give employees an idea of what will be covered over the fifty minute workshop:

- Create a space for employees to brainstorm, set ground rules, and collaborate.
- Increase employee communication and relationships within the work environment and through all departments.
- Provide hands-on training and necessary tools that allow employees the opportunity to develop.

## Deliverables

During the fifty minute workshop, the leadership team will have a PowerPoint presentation that will review our four key modules for leadership success; conflict resolution, presentation skills, emotional intelligence, and teamwork and collaboration. The leadership team will explain the modules, their activities, and their key outcomes to employees involved in the workshop. After about a fifteen minute presentation, the employees will apply these concepts to real life situations through interactive activities. There will be four stations set up in the room for each of the four modules and employees will take turns applying their new skills.

# Project Charter

At the end of the workshop, employees will be handed a debriefing guide and a participant materials handout. The debriefing guide outlines the purpose, the structure of the leadership workshop, and why hands-on activities are crucial to the learning environment. The participant materials handout describes all of our online resources for employees who would like to refer back to a specific topic from the workshop. All of these digital resources come at no cost to all Renewergy employees.

## Benefits

By implementing a leadership development program at Renewergy, we will continue to foster the growth and development of our employees. By participating in this workshop, employees will be able to establish stronger relationships with the current leadership team and feel more comfortable when leading large projects. At Renewergy, we strive to make sure all of our employees feel that their work and their person is valued. By offering these types of workshops, it gives us the chance to show our employees how much we appreciate their hard work and give them opportunities to enhance other skills. This workshop empowers the leadership team to share their knowledge with employees and answer questions, hear comments, and actively mediate concerns about certain leadership styles. This workshop will give employees the freedom to share their thoughts and concerns in an open environment.

# Project Charter

## Timeline

Renewergy's leadership team has provided a brief timeline outlining the steps we have used to make our employees aware of the new workshop. Please note that these steps are subject to change:

	<u>Task</u>
Week 1	Begin designing the layout of the workshop and the presentation.
Week 2	Perform a run through of the workshop with the senior leadership team.
Week 3	Book a space and order any necessary materials.
Week 4	Send out company memo alerting employees about the upcoming workshop.
Week 5	Implement the workshop during the lunch hour.
Week 6	Send out post-workshop survey the next day and ask for employee feedback.

As members of the leadership team at Renewergy, we are driven to help all employees succeed in leadership roles within the company. CEO Howard Kalman will be the primary sponsor of this project. We also ask that all employees partaking in the leadership workshop read the manual and familiarize themselves with the materials that will be covered throughout the workshop.

CEO Howard Kalman

Signature: \_\_\_\_\_

# Organizational Announcement





**COME JOIN  
US AT THE  
RENEWENERGY**

**LEADERSHIP  
DEVELOPMENT  
PROGRAM**

Ithaca College Park School of Communication, Room 277

**MONDAY, APRIL 25TH 2018**

**10:00AM - 10:50AM**

**LET THE LEADER IN YOU SHINE**

# Instructor Guide



# Instructor Guide

## Introduction

After conducting a needs assessment across the executive board at Renewergy, instructional designers have decided to implement a workshop that covers four topics in a brief hour-long seminar. The Leadership Development Soft Skills Seminar provides participants with training in conflict resolution, presentation skills, emotional intelligence, and collaboration.

## Course Overview

This workshop will enable Renewergy upper management to apply various leadership skills to their work, allowing them to more effectively communicate with and lead their teams.

## Course Organization

This seminar will walk employees through a set of four modules to develop them as effective leaders. They will learn to resolve conflicts, present to a group, understand the emotions of others, and work productively in a group setting. In the pilot development program, learners will participate in one module at a time, each lasting about fifteen minutes. In future programs, these modules can easily span to be an hour in length each.



# Instructor Guide

## Lesson Overviews

### Conflict Resolution

The instructor will provide participants with a deeper understanding of how employees can communicate effectively when dealing with conflict and how to reach a compromise. The instructor should work to ensure that participants are establishing strong relationships and maintaining a positive work environment.

### Presentation Skills

Having strong presentation skills is extremely necessary when delivering a pitch or idea in the workplace. Not only do presentation skills make a presentation run smoothly, but they can also set apart one company from another when delivering a pitch for a potential client. This module has guidelines one should follow to give a successful presentation.

### Emotional Intelligence

This module will explore the components of emotional intelligence, enabling individuals to gain self-awareness and regulation, as well as learn how to improve their social skills. They will practice managing others, learning how to motivate and empathize with them. This interactive, practical seminar discusses the building blocks of emotional intelligence, the impact it has at work, and specific strategies for developing your emotional intelligence.

### Collaboration

Collaborating with coworkers is often a key to success. This module will explore how teamwork makes the dream work. Successful project teams share ideas with one another and utilize each other's skill sets to create the best work. The session will provide employees with useful insights to effectively work with one another.

# Instructor Guide

## Target Audience

The audience for training is executive-level employees at Renewergy, all with post-secondary education or higher. Each executive has been with the company for at least two years and has strong foundational knowledge of the organization.

## Course Goals and Outcomes

At the end of the seminar, course participants will be able to:

- Ask the right questions, apply future-focused thinking, and work together productively.
- Understand and explain the impact of emotional intelligence in work, life, and relationships.
- Be more aware of emotions in others and respond appropriately.
- Find the confidence to own the room while presenting.
- Clearly present a message to the audience in a clear and enthusiastic way.
- Work collaboratively in a team setting.
- Lead an effective team at Renewergy.



# Instructor Guide

## Instructor Presentation Requirements

### Before Training

- Confirm the training dates, location, and number of participants
- Ensure you have the following materials:
  - Instructor Guide, one copy for each instructor
  - PowerPoint Presentations
  - Participant worksheets and activities
  - Attendance sign-in sheets
  - Course evaluation
  - Certification of completion for each participant
- Read and study the Instructor Guide, PowerPoint presentation, and any state or local documentation pertaining to the local environment.
- Send out participant materials
- Prepare the agenda on the following page.

### During Training

- Arrive early. Give yourself plenty of time to get organized.
- Circulate the Attendance Sign-in Sheet to ensure all participants sign-in.
- Start on time and stay on track.
- Mentor participants during the activities. Walk among groups in class and on-site as they work on their activities, and answer questions and offer guidance as appropriate. Ensure participants are on track as they work. Give constructive feedback during the presentations and discussions.
- Review Questions: Review the content of each lesson throughout the course to reinforce the learning outcomes for that lesson and to connect to upcoming material.
- Lesson Outcomes: At the beginning of each lesson, review that lesson's outcomes. Make sure participants are fully aware of the topics to be addressed in the lesson. At the end of each lesson, review the outcomes once again using review questions or an exercise to ensure the outcomes were met.
- After training, have learners fill out a course evaluation form.

# Instructor Guide

A G E N D A	Course Introduction:  Lesson 1:  Lesson 2:  Lesson 3:  Lesson 4:  Wrap Up:  Review and Assessment:
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# Instructor Guide

## COURSE EVALUATION FORM

Instructor:

Course:

Date:

How did this course change, challenge, or focus your thinking on the subject matter?

My thinking about this topic was refined by the course:

Strongly Agree    Agree    Neutral    Disagree    Strongly Disagree

The instructor employed a variety of effective learning formats:

Strongly Agree    Agree    Neutral    Disagree    Strongly Disagree

The course material related to wider social issues, personal choices, and values.

Strongly Agree    Agree    Neutral    Disagree    Strongly Disagree

Comment on how organized the course was, and how the instructor communicated objectives, expectations, and grading policies.

The objectives, expectations, and grading policies were clearly stated and consistently implemented:

Strongly Agree    Agree    Neutral    Disagree    Strongly Disagree



# Instructor Guide

Comment on the instructor's willingness to help, responsiveness to questions, and concern for the students' progress both inside and out of the classroom.

The instructor was generally effective:

Strongly Agree    Agree    Neutral    Disagree    Strongly Disagree

What changes to the course methods, text(s), or content would help you learn the material better?

General comments:

# Module 1: Presentation Skills



# Presentation Skills

## Introduction

Having strong presentation skills is extremely necessary when delivering a pitch or idea in the workplace. Not only do presentation skills make a presentation run smoothly, but they also set apart one company from another when delivering a pitch for a potential client. The following module has guidelines one should follow in order to achieve a successful presentation.

## Learning Objectives

The goal of practicing presentation skills based on our new module is so that Renewergy employees are confident when presenting to co-workers or potential clients. By following these guidelines, employees will master the art of presenting.

- Be confident when presenting in front of a crowd.
- Apply various presentation techniques that make Renewergy employees stand out from competitors.
- Present a message to an audience in a clear and enthusiastic way.

## Course Content

For the best presentation, it takes more than just sharing information to a group of people. It takes various skills that differentiate certain presenters from the rest. It's also important to master the art of presenting so that audience members become engaged into what the presenter is saying, instead of just hearing someone speak. To take presenting to the next level, please read the following guidelines:

### Watch a professional speaker

With the internet offering countless videos of speakers online, one should take the time to watch different speakers and take note of their approach, tactics and execution. By watching different speakers, it allows someone to compare different situations and the best way to present said situation.

# Presentation Skills

## Focus on the audience

Many times presenters worry too much about what they look like instead of focusing on engaging the audience. By focusing on the audience, and what is planned to be shared, the focus becomes the content, instead of how the presenter looks. Without focusing on the audience, they will less likely become vested into what the presenter is saying and eventually become bored.

## Know what is being presented

Practice the material over and over again until it becomes second nature to talk about. With lots of practice, the information being shared comes out much more naturally and flows better. It is better to present more like a conversation with the audience and connect with them instead of talking at the audience.

## Understand what needs to be improved

The presenter should know what his/her weaknesses are and fix them. For instance, does he/she stutter? Rely on notecards? Seem nervous when talking? These are all things that can be improved upon with practice. The presenter may even want to film him/herself and watch for anything that can be improved upon.

## Create a presenter persona

Everyone gets nervous when a presentation comes up and they will need to be in front of a group. Sometimes presenters think they aren't confident enough in themselves to believe that they can deliver a strong message and have the audience listen to them. Creating an alter-ego to present can fix this problem by having the presenter believe that they are someone new/different when presenting, ultimately leading to a confident presentation.

# Presentation Skills

## Accept and use constructive criticism

Practicing in front of a group gives presenters the opportunity to receive constructive criticism. Employees will hear what their improvement areas are from colleagues before their final presentations. The important thing is to not dwell on any criticism, but instead listen to it and take suggestions on how to enhance the final presentation.

## Use appropriate body language

Many times presenters lose connection with their body when presenting. Good speakers are grounded and use their body to express different points. This also creates more movement for the audience to follow which decreases the chance of them becoming bored.

When creating a presentation, it's important that the speaker employs the correct tools and techniques. For presentation insights, please keep in mind the following guidelines:

## Be Neat

Slides that aren't organized and have too much text on them tend to sway the audience to pay more attention to the slides, rather than the speaker.

## Font Matters

Using small font makes it difficult for the audience to read the content on the slide. By struggling to see what's on the slide, the audience loses focus on the speaker's message. The color of the font is also important. Using yellow font on a white background is extremely hard to read and again, causes the audience to focus on something other than the presenter.



# Presentation Skills

## Use of Illustrations

A picture is worth a thousand words. Sometimes using an illustration for key concepts allows the audience to follow along more organically as the speaker explains the picture.

## Practice

Although technical difficulties can be inevitable, other mistakes are not. Presenters should go through their slideshow before the final presentations to assure everything runs smoothly.

## Activities

### My Friend's Fictional Life

The goal of this exercise is to become comfortable presenting someone to a group. The activity gives employees the chance to practice their presenting skills.

Step 1: One Renewergy employee will stand in front of other employees and leaders.

Step 2: A second Renewergy employee will volunteer to stand with the first employee in front of the audience.

Step 3: The first employee will introduce the second to the audience. However, instead of introducing them in a traditional manner, they will make up a fictional life for the second Renewergy employee.

Example: "Hello, this is Alex Smith and he enjoys moonlight walks on the beach with her dog. Her dog's name is..."

Step 4: Have fun with it! This is a chance for the presenter to be creative on the spot.

# Presentation Skills

## Something In My Wallet

The goal of this exercise is to become comfortable with presenting an object to a group of people and persuading them to believe that the item is important.

Step 1: A Renewergy employee will stand in front of their project team.

Step 2: They will take out their wallet, and pick an item within it.

Step 3: The employee will discuss what the item is and why it's important to the audience members.

Step 4: Renewergy employee can be funny and creative while explaining the item that he or she pulled out of their wallet.

### Materials:

- Wallet with items inside

# Module 2: Emotional Intelligence





# Emotional Intelligence

## Introduction

This module will explore the components of emotional intelligence, enabling individuals to gain self-awareness and regulation, as well as learn how to improve their social skills. They will practice managing others, learning how to motivate and empathize with them. This interactive, practical seminar discusses the building blocks of emotional intelligence, the impact it has at work, and specific strategies for developing your emotional intelligence.

## Learning Objectives

By the end of training, employees will be able to:

- Define emotional intelligence
- Understand the impact of emotional intelligence in work, life, and relationships
- Develop self awareness of their emotions, strengths, and weaknesses
- Increase awareness of emotions in others and be able to respond appropriately

## Course Content

The differences between emotional intelligence and the intelligence quotient

- Emotional intelligence (EQ)- the ability to accurately perceive your own and others' emotions; to understand the signals that emotions send about relationships; and to manage your own and others' emotions
- Intelligence quotient (IQ)- a number representing a person's reasoning ability (measured using problem-solving tests) as compared to the statistical norm or average for their age, taken as 100

# Emotional Intelligence

Goleman's five components of Emotional Intelligence

1. Self awareness
2. Self regulation
3. Motivation
4. Empathy for others
5. Social skills

Applying EI to leadership: effective vs ineffective leader

Effective leaders ...

- Recognize and manage their emotions
- Know how their emotions affect their decisions
- Know their strengths and weaknesses
- Are empathetic
- Communicate effectively

So, they have...

- Higher employee engagement and commitment
- Increased individual and team productivity
- Better collaboration and teamwork
- Greater innovation

Ineffective leaders...

- Take their frustrations out on others
- Are quick to judge
- Don't know how to self-assess
- Become frustrated easily
- Can't gauge reactions of those around them

# Emotional Intelligence

## Activities

### Group Positivity Activity

The goal of this exercise is to facilitate team bonding and build self confidence and awareness.

Instructions:

Step 1: The instructor will hand every person a piece of colored construction paper.

Step 2: Attendees will write their name on the top of the sheet.

Step 3: Attendees will pass their sheet to the right.

Step 4: The person on the right will write one positive attribute or strength of whomever's paper they possess.

Step 5: Continue passing the paper around the table until it returns to the student whose name is on the top.

Step 6: Give students time to read what others perceive their strengths to be.

Materials:

- Construction paper
- Markers

## Emotional Intelligence Self Assessment

Instructions:

complete the EQ assessment and compute your score to determine your strengths and improvement areas.

# Emotional Intelligence

## The Quick Emotional Intelligence Self-Assessment\*

\*Adapted for the San Diego City College MESA Program from a model by Paul Mohapel (paul.mohapel@shaw.ca)

Emotional intelligence (referred to as EQ) is your ability to be aware of, understand and manage your emotions. Why is EQ important? While intelligence (referred to as IQ) is important, success in life depends more on EQ. Take the assessment below to learn your EQ strengths!

Rank each statement as follows: 0 (Never) 1 (Rarely) 2 (Sometimes) 3 (Often) 4 (Always)

### Emotional Awareness – Total: \_\_\_\_\_

0	1	2	3	4	My feelings are clear to me at any given moment
0	1	2	3	4	Emotions play an important part in my life
0	1	2	3	4	My moods impact the people around me
0	1	2	3	4	I find it easy to put words to my feelings
0	1	2	3	4	My moods are easily affected by external events
0	1	2	3	4	I can easily sense when I'm going to be angry
0	1	2	3	4	I readily tell others my true feelings
0	1	2	3	4	I find it easy to describe my feelings
0	1	2	3	4	Even when I'm upset, I'm aware of what's happening to me
0	1	2	3	4	I am able to stand apart from my thoughts and feelings and examine them

### Emotional Management – Total: \_\_\_\_\_

0	1	2	3	4	I accept responsibility for my reactions
0	1	2	3	4	I find it easy to make goals and stick with them
0	1	2	3	4	I am an emotionally balanced person
0	1	2	3	4	I am a very patient person
0	1	2	3	4	I can accept critical comments from others without becoming angry
0	1	2	3	4	I maintain my composure, even during stressful times
0	1	2	3	4	If an issue does not affect me directly, I don't let it bother me
0	1	2	3	4	I can restrain myself when I feel anger towards someone
0	1	2	3	4	I control urges to overindulge in things that could damage my well being
0	1	2	3	4	I direct my energy into creative work or hobbies

### Social Emotional Awareness – Total: \_\_\_\_\_

0	1	2	3	4	I consider the impact of my decisions on other people
0	1	2	3	4	I can easily tell if the people around me are becoming annoyed
0	1	2	3	4	I sense it when a person's mood changes
0	1	2	3	4	I am able to be supportive when giving bad news to others
0	1	2	3	4	I am generally able to understand the way other people feel
0	1	2	3	4	My friends can tell me intimate things about themselves
0	1	2	3	4	It genuinely bothers me to see other people suffer
0	1	2	3	4	I usually know when to speak and when to be silent
0	1	2	3	4	I care what happens to other people
0	1	2	3	4	I understand when people's plans change

# Emotional Intelligence

**Relationship Management – Total:** \_\_\_\_\_

0 1 2 3 4	I am able to show affection
0 1 2 3 4	My relationships are safe places for me
0 1 2 3 4	I find it easy to share my deep feelings with others
0 1 2 3 4	I am good at motivating others
0 1 2 3 4	I am a fairly cheerful person
0 1 2 3 4	It is easy for me to make friends
0 1 2 3 4	People tell me I am sociable and fun
0 1 2 3 4	I like helping people
0 1 2 3 4	Others can depend on me
0 1 2 3 4	I am able to talk someone down if they are very upset



**My EQ strengths!** Mark your EQ total scores to assess your strengths and areas for improvement.

Domain	Score
Emotional Awareness	0 2 4 6 8 10 12 14 16 18 20 22 24 26 28 30 32 34 36 38 40
Emotional Management	0 2 4 6 8 10 12 14 16 18 20 22 24 26 28 30 32 34 36 38 40
Social Emotional Awareness	0 2 4 6 8 10 12 14 16 18 20 22 24 26 28 30 32 34 36 38 40
Relationship Management	0 2 4 6 8 10 12 14 16 18 20 22 24 26 28 30 32 34 36 38 40
Measure your effectiveness in each domain using the following key: <b>0 – 24</b> Area for Enrichment: <b>Requires</b> attention and development <b>25 – 34</b> Effective Functioning: Consider <b>strengthening</b> <b>35 – 40</b> Enhanced Skills: Use as <b>leverage</b> to develop weaker areas	

**Using your EQ strength** – for your strongest EQ domain, give an example of how you demonstrate your strength in your daily life or work: \_\_\_\_\_

\_\_\_\_\_

**Effects of your EQ strength** – for your weakest EQ domain, give an example of how this affects you AND others in your daily life or work: \_\_\_\_\_

\_\_\_\_\_

**Improving your EQ strength** – for your weakest EQ domain, what steps can you take to strengthen yourself in this area? How will this benefit you in your daily life or work? \_\_\_\_\_

\_\_\_\_\_

For help in developing your EQ strengths, visit the City College Mental Health Counseling Center (Room A-221)

# Module 3: Conflict Resolution



# Conflict Resolution

## Introduction

Conflict resolution is essential to creating a positive workplace environment with the intention of establishing strong relationships. This module aims to provide a deeper understanding of how employees can communicate effectively with one another when dealing with conflict and how to reach a compromise.

## Learning Objectives

Our goals for implementing this new module include creating a greater understanding of conflict in the workplace, how to anticipate conflict, and gaining skills in managing group and individual conflict. Renewergy aims to teach employees the necessary skills to use when handling conflict and what the outcome will be when these skills are applied effectively.

At the end of this module, Renewergy employees will:

- Enhance negotiation skills by phrasing questions in a more conversational tone such as saying, “When this happens...” instead of “When you do...”
- Learn to respect different opinions by not interrupting and listening to employees express concerns.
- Gain trust of employees by asking the right questions, focusing on the future, and working together productively.

## Course Content

Renewergy will focus on teaching employees how to prepare for an unexpected conflict, how to negotiate professionally, and how we can utilize collaborative problem solving as a way to create a mutual understanding about any work related topic. Our plan is to focus on concepts including creating ground rules and brainstorming techniques that will stimulate group discussion and enhance the employee’s understanding of both sides of a conflict.

# Conflict Resolution

## Activities

### The Negotiation Game

The goal of this exercise is learning how to discuss and negotiate to reach a compromise while simultaneously learning how respect other points of view.

Step 1: Renewergy employees will form two groups. One group will be employees and another group will be the leadership team. The leadership development team will be the jury. The jury will pick the topic for that day's debate (i.e. leadership conflict, workstyle differences, personality clashes).

Step 2: Explain this activity will be based around collaborative problem solving and the six important steps surrounding this model; establishing ground rules, mutual understanding, brainstorming, agree to a few solutions, write them down, and following-up.

Step 3: Each group will be required to set some ground rules (i.e. no yelling, no interruptions etc.) which will be posted on the wall with consent from all employees. The groups will go to different sides of the room and will begin brainstorming possible solutions to the conflict by taking the stance of their specified group.

Step 4: Groups will come together for the negotiation process. Each group will take turns discussing the pros and cons of the solutions until both teams can come up with one or two final solutions everyone agrees on. The jury will be holding up signs during the process and group members must obey the signs. Signs will say "good job", "slow down", "take turns", or "stay calm."

Step 5: Final solutions will be written down along with an estimated time frame of when it would be implemented. All employees will shake hands and the jury will debrief on how well they believed everyone participated and what could've been done better.



# Module 4: Collaboration



# Collaboration

## Introduction

A strong sense of teamwork and collaboration is essential to a successful company. There are four main reasons why teamwork and collaboration hold such importance in the workplace:

- 1) Collaboration increases work efficiency, enabling employees to accomplish tasks more efficiently. When ideas and responsibilities are shared, every employee has a role that suits their specialized skill set.
- 2) Collaboration improves employee relations. Through teamwork, employees are able to bond with each other which ultimately improves relations among them.
- 3) Teamwork and collaboration increase individual accountability. Team members who work together often don't want to let their fellow team members down and usually do their best work to contribute to the success of their team.
- 4) Collaboration provides learning opportunities. Participating in teams gives employees opportunities to learn from more seasoned employees as well as the opportunity to challenge the ideas of other members to come up with a compromise that successfully completes the task.

## Learning Objectives

The goal of this module is to increase the amount of teamwork and collaboration that occurs at Renewergy and stay ahead of the competition. At the end of this module, employees will be able to:

- Better communicate with their project teams
- Name and demonstrate the components of a healthy group climate
- Utilize higher-level thinking that includes improved oral communication, self-management, and leadership skills.

# Collaboration

## Course Content

For successful collaboration and teamwork, employees have to be willing to participate and remain open minded. Below is listed a few guidelines and strategies to become better at working in teams and to increase collaboration.

### Amp up your knowledge

The more you know about your industry and the projects you are working on, the more you can help your team members. An important part of being on a team is to share what you know. Doing extra research or sharing a helpful tip with the team will be seen as helpful and will aid in the success of the project.

### Don't leave anyone behind

When you are working within your team be mindful of who is providing input. If you notice that some team members are hesitant to contribute or you find they are getting interrupted, don't be afraid to ask them what their thoughts are on the project. Keeping everyone involved will lead to richer discussions and a more cohesive team dynamic.

### Listen and ask questions

Make a point to ask your team members how they are doing outside of group work. This will give you a chance to bond with your team member and allow them to feel listened to.

### Go the extra mile

Typically going the extra mile means one of two things: delivering early or delivering more than what is asked of you. When you do either of these things it can bring a sense of positive energy to the team and not to mention it will most likely make your team member's lives easier. Lead by example and be proud of the work you produce because it might inspire your team members to do the same.

# Collaboration

## Activities

### The Truth Amongst The Lies

The goal of this exercise is to allow team members to get to know each other better. This is specifically helpful for team members who are more introverted and allows them the opportunity to open up and connect with other team members.

Step 1: Four slips of paper will be distributed to each member of the group

Step 2: Each team member will be asked to list down three truths about themselves and one lie. Team members will be reminded that the truths and the lie they write down must be appropriate but also believable.

Step 3: Once team members have all written down their responses as per the instructions, move around the group, one individual at a time, allowing a team member to read their three truths and one lie in a randomized order.

Step 4: After the responses are read allowed, the entire team should work together to decide what the one lie was.

Step 5: Complete until the entire group has read their responses and the lies are uncovered.

# Participant Materials



# Participant Materials

Renewergy has decided to provide free digital learning materials to all employees who participate in our Leadership Development Workshop. These materials demonstrate the required knowledge, skills, and attitude we strive for while working at our organization. To access our digital materials or learn more about the workshop, please visit our website.

## Conflict Resolution

### Employee Negotiation Skills Sheet

Provides an overview of the best way to negotiate in the workplace based around collaborative problem solving techniques.

### Learning Objectives Overview

Highlights the three key objectives Renewergy employees gain from participating in the conflict resolution module.

## Presentation Skills

### The 5 Presentation Skills Handbook

Addresses the key presentation insights to use when giving a formal presentation and how it can be executed to the best of your ability.

### Renewergy Presentation Reference Guide

Demonstrates what Renewergy Employees will gain from attending our presentation seminar and how it can be applied to the real world.

# Participant Materials

## Emotional Intelligence

### Emotional Intelligence Application Manual

Discusses effective leadership techniques to use in a social setting that will help to develop and individual's emotional intelligence.

### Emotional Intelligence Skills Sheet

Emphasizes on the skills Renewergy employees will develop through this training.

## Collaboration

### Effective Teamwork Guidebook

Guidelines that help employees remain open minded and increase collaboration.

### Collaboration Overview

Encourages employees to collaborate with each other and benefit the overall function of the organization.

# Debriefing Guide





# Debriefing Guide

## Purpose

Renewergy has had a dramatic increase in the number of employees over the last six months. With all these new hands on board, we don't have enough supervisors. Renewergy has decided to implement a companywide Leadership Development Program that will allow more experienced employees to grow within their field.

## Goals

1. Create a space for employees to brainstorm, set ground rules, and collaborate.
2. Increase employee communication and relationships within the work environment and through all departments.
3. Provide hands on training and necessary tools that allow employees the opportunity to develop.

## Target Audience

- Upper Management
- Current & new employees
- Prospective employee looking for opportunities in career development

## Questions

- What can we do to encourage leadership growth within Renewergy?
- What can we do to make participants and employees excited about leadership opportunities Renewergy has to offer?

# Debriefing Guide

## Our Research

Here at Renewergy, we strongly encourage interpersonal relationships between employees and supervisors. Our project team focused on conducting interviews with current employees, supervisors, and our CEO Howard Kalman on how we can continue to grow and develop successful leaders within Renewergy. Through these interviews, we were able to determine what our employees already excel at and what needs to be improved within our organizational structure.

After talking with our current employees, we started reading about how other organizations implement and structure their leadership development programs. We reviewed the structure of the American Red Cross's program, studied lesson templates from the University of Chicago, and have read a variety of scholarly articles from the Harvard Business Review.

## Communication Plan

Renewergy's leadership development team has decided to hold a fifty minute workshop once every four months. This workshop will be available to current Renewergy employees. It will include a brief presentation highlighting the main takeaways from the workshop and then break employees off into teams. In these teams, employees will have the opportunity to participate in a variety of hands-on activities that emphasize the importance of great leadership. These activities will revolve around conflict resolution, presentation skills, emotional intelligence, and collaboration.

# Debriefing Guide

## Skills

### Conflict Resolution

Teach employees how to handle an unexpected conflict, successful negotiation techniques, and how to utilize collaborative problem solving to see both sides of the conflict.

### Presentation Skills

Encourage employees to be engaging with their presentations and getting them to stand out from the crowd.

### Emotional Intelligence

Have employees be fully aware of their social surroundings by using Goleman's 5 Components of Emotional Intelligence.

### Teamwork and Collaboration

Foster relationships between employees, provide learning opportunities, and increase work efficiency.

## Benefits of Hands-On Learning

These four skills are the core for developing great leaders in Renewergy. We feel the best way to have employees test out their newfound knowledge is through application. For each of the skills mentioned above, we have designed activities for the employees to participate in to get a strong grasp of the ideas we are trying to convey:

### The Negotiation Game

Participants are broken up into teams with the goal being to come up with a compromise about the given conflict using negotiation techniques.

### My Friend's Fictional Life and Something in My Wallet

Allows for employees to be creative and be comfortable talking to large groups of people.

# Debriefing Guide

## Emotional Intelligence Self Assessment and Group Positivity

Through self assessment of attributes and positive group recognition, employees will develop emotional awareness.

## The Truth Amongst The Lies

Employees will be asked to write down three truths and one lie about themselves. Each employee will take turns stating their facts until everyone has read their responses.

## Conclusion

Renewergy strives to enforce group collaboration, positive relationships, and opportunities for continued growth and development. Our Leadership Development Program focuses on creating strong leaders who are motivated, confident, and socially aware. Through our extensive hands-on activities, in depth analysis of leadership skills, and research, the workshop has been a great resource for Renewergy employees to test out newly acquired skills while improving their existing skills.

# Evaluation



# Success Evaluation

## Workshop Evaluation

Workshop Title:

Date:

Name of Instructor:

<u>Content</u>	1 Poor	2 Fair	3 Good	4 Excellent
Covered useful material				
Practical to my needs and interests				
Well-organized				
Effective activities				

<u>Presentation</u>	1 Poor	2 Fair	3 Good	4 Excellent
Instructor's knowledge				
Instructor's presentation skills				
Material was covered clearly and concisely				
Instructor responded well to questions and feedback				
Instructor well-facilitated interactions among learners				

How could this workshop be improved?

# Job Aids



# Job Aids

Job Aids will be given out to Renewergy employees to facilitate their practice of new skill sets. After training, they can keep the following aids on hand to remind them of effective practices. They will also be available in every conference room and on the company-wide drive. These aids are geared to those in leadership roles and those who will soon be moving up within their departments. Renewergy wants to ensure that everyone feels comfortable taking on leadership roles and that there are no hesitations in accepting promotions. Implementing job aids will allow employees to apply their skills in everyday practices.



# Giving Feedback

At Renewergy, the right type of communication is key when discussing employee feedback. Those in leadership roles must continue talking to employees about their performance to allow them growth within the organization.

## Focus on the positives

Make sure employees have the resources necessary to do good work and be confident.

Leaders providing feedback should begin and end on positive notes.



## Know your employee

Understand their personality and how they may react to criticism and praise.

## Be transparent

Use clear communication to ensure that you are open and honest.

## Give feedback privately

Promotes honest dialogue and keeps the conversation between just the manager and employee.

# Creating Influence

Looking to rise up in the organization and influence others? Having positive effects on and inspiring other employees is something to be proud of. Use this job aid to navigate moving UP in Renewergy.

## Show UP

Being present creates more opportunities to see other employees face-to-face. 90% of success comes from showing up.

## Speak UP

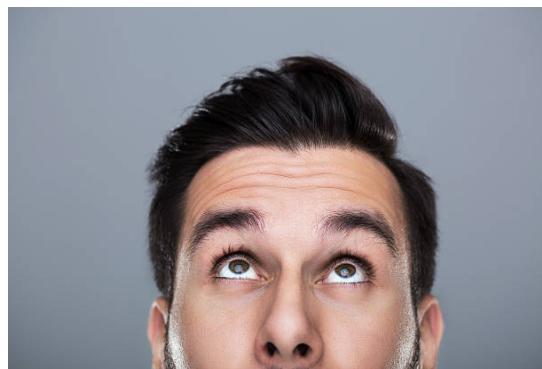
Your voice matters and should be heard. Learn how to speak in front of larger groups. Influence rarely comes from those shying away from the conversation.

## Team UP

Make friends. Build trust. Be personal. Creating positive relationships with others is very closely tied to your success.

## Don't Give UP

Persist. Everyone follows a different path and must adjust to the forks that are presented en route. Don't second guess yourself. Remain optimistic and keep moving forward.



# Building Trust

Having a strong sense of trust among employees and managers is extremely important to the success of an organization. Without trust, communication and performance inevitably suffer. There are many benefits of trust in organizations such as an increase in creativity, productivity, and employee confidence.



**Make connections:** Often when a person's power increases, their perceived trustworthiness decreases. A great way to counteract this is to get to know your employees or coworkers and letting them get to know you. Another way to do this is to participate in activities that makes them believe you are one of them.

**Be transparent:** A huge reason employees lose trust for a manager is because they feel as if information is being withheld from them. There are obviously situations where the information may be confidential but if you have an opportunity to be transparent then you should take it because your employees will see that you respect them.



**Show competence:** In order to earn the trust of your employees you need to be good at your job. It's important to regularly update your skills to make sure you stay relevant. You should also openly ask your employees any questions you have that they might know the answer to. A benefit of this is both you and your employees will work smarter together and you can accomplish a lot more when you work with others instead of only relying on your expertise.

**Take blame & give credit:** Nothing is more upsetting and discouraging than a boss or manager who takes all the glory when good things happen but provides harsh criticism when bad times are tough. The best way to work with your employees toward a common goal is to give them credit where credit is due.



# Communicating Vision

Fostering communication between employees and supervisors will strongly emphasize Renewergy’s vision statement. This job aid serves to inform current Renewergy employees about commonly used practices in the workforce that are proven to increase a company’s communication techniques about their vision.

<u>Advice</u>	<u>Action</u>	<u>Result</u>
Actions speak louder than words	Leaders must demonstrate to employees that they are trustworthy.	Employees feel comfortable talking to leaders with questions or concerns.
Place a High Value on Two-Way Communication	Create spaces where employees can express concerns or opinions.	Leaders will schedule weekly meetings to increase open communication.
Over Communicate	All positions will have quick responses to emails, social media posts, and phone calls.	Employees will build a positive repertoire within the company relating to their fast and friendly service.
Choose Wording Carefully	Create vision statements that are inspiring and motivating to all stakeholders affiliated with Renewergy products.	Tells a story that allows employees and customers to form a relationship with the products.
Innovate	Think competition. Renewergy’s project teams compete against each other through a variety of contests that will stimulate creative energy.	Employees will see Renewergy is capable of adapting to future competition from competing organizations in the solar energy industry.

# Mentoring Program



# Mentoring Program

## Concept

Mentoring is like a conversation between friends who want each other to succeed. Mentoring programs provide a formal structure to develop employees by creating relationships and giving employees the resources to grow them. Organizations establish these plans to demonstrate that management is willing to invest the time and resources necessary to help employees succeed. Employees, in return, will be more productive and loyal to the company. Successful mentoring programs have set structures, guidelines, and policies.

## Objectives

- Promote individual development
- Provide access to knowledge, situations, and networks
- Develop future leaders
- Boost career satisfaction
- Provide opportunities for professional development

## Types of Mentoring

- Traditional one-on-one mentoring- a mentee and mentor are matched and participate in a mentoring relationship with structure and timeframe of their making
- Distance mentoring- a virtual mentoring relationship in which two parties are in different locations
- Group mentoring- a single mentor is matched with a group of mentees
- Peer mentoring- between individuals at similar stages in their careers but where one person has more experience in a specific area than the other does

# Mentoring Program

## Choosing a Mentor

Choosing the right mentor is crucial as the wrong mentor can hold you back. Before starting the process, determine what you want and need. When considering a mentor, first make sure that their values align with yours, they can challenge you, and that they will listen. The best mentors are empathetic, honest, communicative, and dedicated to learning and development.

## Why Mentor?

Mentoring is just as beneficial as finding a mentor. Mentors have a chance to give back to their community, organization, or alma mater. They can gain a lot of satisfaction by empowering others and helping their mentee find their way through a situation. Mentors offer information and provide their expertise while also challenging their mentees. In this role, an understanding of the issues facing other people will be gained. Mentors can enhance their leadership skills by experiencing a new set of people and circumstances.

## Strategies

- Be purposeful, bold, and strategic
- Engage leaders
- Learn from the past
- Provide support
- Consider the benefits
- Adjust quickly

# Mentoring Program

## Mentor Conversation Guide

1. What is your favorite part of your current role?
2. What would you describe as your biggest strength?
3. What one skill would you like to develop to improve in your current role?
4. Where do you see yourself in 1 to 3 years?
5. Where do you see yourself in 10 years?
6. If there is one task or project type you'd like to do more or less frequently in your future roles, what would you select?
7. How can I best help you in your current role?
8. How can I best help you achieve your career goals?

## Sample Meeting Agenda

- Follow up & review: progress made, successes to celebrate, tasks undertaken to meet development goals
- Specific goals and topics for the meeting
- Key learnings for the meeting
- Challenges the mentee is facing
- Reflections
- Schedule the next meeting date, location, and topics



# Mentoring Program

## Mentoring Agreement

Mentor name:

Title:

Signature:

Mentee name:

Title:

Signature:

Preferred meeting day:    Mon            Tues            Wed            Thurs            Fri

Meeting time:

Frequency of meetings:            weekly            bi-weekly            monthly

Preferred contact method:            e-mail            phone            stop by

Contact information:

# Mentoring Program

## Career Planning Worksheet

### Individual Development Plan

Employee Name:				
Development Objectives	Skills to be Developed	Action Steps	Success Measures	Target Completion Date
Objective 1:				
Objective 2:				
Objective 3:				
Objective 4:				

# Advertising Materials





## Presentation Skills Workshop Concepts



### Learning Objectives

1. Be confident in yourself when presenting in front of a crowd. Own the room while presenting
2. Learn different techniques which will differentiate Renewergy presenters from competitors
3. Get the message across by presenting to the audience in a clear and enthusiastic way



### Helpful Tips

1. Watch professional speaker
2. Focus on the audience
3. Know what is being presented
4. Understand what needs to be improved
5. Create a presenter persona
6. Accept constructive criticism and use it
7. Use body language

# RENEWERGY

## Emotional Intelligence Workshop Concepts



### Learning Objectives

1. Emotional intelligence is important because it allows us to use and manage our emotions and feelings in constructive ways
2. Goleman's five components of Emotional Intelligence are self awareness, self regulation, motivation, empathy for others, social skills
3. An increase in Emotional Intelligence enhances working and personal relationships



### Helpful Tips

1. Try not to take frustrations out on others
2. Don't be quick to judge
3. Work to better to self-assess yourself
4. Do your best to stay patient
5. Be aware of the reactions of those around

# RENEWERGY

## Conflict Resolution Workshop Concepts



### Learning Objectives

1. Enhance negotiation skills by phrasing questions in a more conversational tone such as saying “When this happens...” instead of “When you do...”
2. Learn to respect different opinions by not interrupting and listening to employees express concerns
3. Gain trust of employees by asking the right questions, focusing on the future, and working together productively



### Helpful Tips

1. Be mindful of your nonverbal communication
2. Reflect empathy
3. Be open and flexible
4. Focus on what you can control and let go of the rest
5. Take responsibility for yourself
6. Avoid behaviors that add fuel to the fire
7. Forgive

# RENEWERGY

## Teamwork and Collaboration Workshop Concepts



### Learning Objectives

1. Increase communication skills among employees
2. Demonstrate the components of a healthy group climate
3. Illustrate the skills for an effective group process
4. Develop higher-level thinking that includes oral communication, self-management, and leadership skills



### Helpful Tips

1. Amp up your knowledge
2. Don't leave anyone behind
3. Listen and ask questions
4. Go the extra mil
5. Solve problems with professionalism

# Budget





# Budget

## 100 Personnel

101 Instructional Designer	
70 pages: 5-6 days @\$1,000/day.....	\$6,000
102 Trainers	
4 training specialists @ \$600/day.....	\$2,400

## 200 Materials

201 Tent Cards	
25 cards x \$1 each.....	\$40
202 Print Materials	
Instructor's manual @ \$21/book x 4 trainers .....	\$84
4 Job Aids x \$1 each x 25 students .....	\$100
25 Debriefing Guides at 4 pages each x \$.05 per page.....	\$5

## 300 Food

301 Coffee + Bagels	
\$10 x 25 learners.....	\$250

## 400 Overhead

401 Support	
Administrative Support, supplies, utilities.....	\$1,000

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TOTAL: \$10,879

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