



SIRRAH[®]
shaping people perspective



LEADING OTHERS

Leadership Transition Program[®]

PREPARATION FOLDER

Participants manual



Dear participant,

You have been enrolled in the Leadership Transition Program®, Leading Others. The program has been carefully designed to address the challenges and demands of the transition to your specific leadership level.

The level of 'Leading Others'

The content and exercises of the program have been closely linked to your everyday life and real-life situations.

Subjects areas include:

- Set objectives and prioritize tasks
- Delegate and follow up
- Coach and develop direct reports
- Assess and improve performance
- Select team members and build the team
- Time application
- Work values

In order for you to get the most out of the program, it is necessary that you prepare a number of exercises individually prior to attending the program. You will find all of the necessary preparation exercises in this folder. We recommend that you begin working on the exercises in this preparation folder at least two weeks before attending the program.

The Leading Others Program® cannot be completed successfully if you have not prepared

The Leading Others Program® cannot be completed successfully if you have not prepared, as many discussions and exercises are based on your preparation. This means that it is also important to your fellow participants that you are well prepared. Please note that you will not have time to conduct this preparation during the week. You may regard the commitment you put into the preparation as your opportunity to accelerate your own development as a leader of others.

In addition to doing the exercises in this preparation folder, please read chapters 1-3 in Charan, R., Drotter, S & Noel, J. (2001), *"The Leadership Pipeline: How to Build the Leadership-Powered Company."* San Francisco: Jossey-Bass.



Presentation

Please prepare a 1-minute presentation about yourself including:

- Name
- Your company/business unit
- Your area of responsibility
- How long you have been a leader of others
- How long you have been in your current position
- How many direct reports you have

PERSONAL NOTES

Large empty rectangular area for personal notes.



BUILDING THE LEADERSHIP POWERED COMPANY

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Module two

PARTICIPANTS MANUAL

Multi-source Development Survey

Prior to attending the Leading Others you will receive a report from your Multi-source Development Survey. Please prepare yourself by studying the report thoroughly and print and bring the report to the program.

PERSONAL NOTES AND/OR QUESTIONS



SET OBJECTIVES AND PRIORITISE TASKS

Module three

PARTICIPANTS MANUAL

3

Set objectives preparation sheet

How to set objectives for your direct reports is a key issue in leadership and this is one of the subjects we will be working with at the Leading Others Program.

In order to work with real-life situations that are relevant and applicable, please take a few minutes to prepare the following.

Please list 10 objectives that you have given to your direct reports during the past 6-12 months. These should be current objectives; that is, objectives they are still working on.

Objectives						



SET OBJECTIVES AND PRIORITISE TASKS

Module three

PARTICIPANTS MANUAL

3

How you receive objectives from your direct leader is one of the subjects we will be working on during the Leading Others Program®.

In order to work with real-life situations that are relevant and applicable, please take a few minutes to prepare the following.

Please list 5-7 objectives that you have been given by your direct leader during the past 3-12 months. These should be current objectives. That is, objectives you are still working on.

Objectives	
1.	
2.	
3.	
4.	
5.	
6.	
7.	



SET OBJECTIVES AND PRIORITISE TASKS

Module three

PARTICIPANTS MANUAL

3

Prioritize tasks

Below you will find two prioritization matrixes. During the next two weeks, please take note of:

- 1) Time: How you spend your time according to the time matrix below. The total should add up to 100%.
- 2) Activities: Activities and tasks you conduct/perform according to the activity matrix below.

Impact:

All activities have some degree of impact, however, some activities have more impact than others. When considering whether a certain activity has a high or low impact, please evaluate the impact in relation to the overall objectives for your area of responsibility.

Urgency:

All activities have some degree of urgency but, as with impact, some activities are more urgent than others. Please evaluate urgency in accordance with the definitions below:

Not urgent: The activity could just as well be resolved next week or later.

Examples: Team meetings, building relations, talking to HR about a new position or business development activities, etc. etc.

Urgent: Activities that require your immediate attention today, tomorrow or at least before the end of this week.

Examples: Today's mail, meetings you have committed yourself to, sudden incidents or crises such as accidents, employee issues, unexpected visitors etc.

PERSONAL NOTES



SET OBJECTIVES AND PRIORITISE TASKS

Module three

PARTICIPANTS MANUAL

3

Please estimate the percentage of time that you spend in each of the four categories below.

Time

High impact	<input type="text"/> %	<input type="text"/> %
Low impact	<input type="text"/> %	<input type="text"/> %
	Urgent	Not Urgent

Please list 4-5 activities that you spend time on in each of the four categories below.

Activities

High impact	<input type="text"/>	<input type="text"/>
Low impact	<input type="text"/>	<input type="text"/>
	Urgent	Not Urgent



DELEGATE AND FOLLOW UP

Module four

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PARTICIPANTS MANUAL

There is no preparation for this module.

QUESTIONS/COMMENTS



Set *development* objectives preparation sheet

How to set *development* objectives for your direct reports is a key issue in leadership and this is one of the subjects we will be working with at the Leading Others Program.

In order to work with real-life situations that are relevant and applicable, please take a few minutes to prepare the following.

Please list 10 *development* objectives that you have given to your direct reports during the past 6-12 months (or as many as you have up to 10). These should be current development objectives; that is, development objectives they are still working on. You should list the development objectives below exactly as they are agreed upon in your direct reports' development plans.

Development objectives	
1.	
2.	
3.	
4.	
5.	
6.	
7.	
8.	
9.	
10.	



Coaching subject

At the Leading Others Program there is a module on coaching and developing direct reports. This module includes a number of practical exercises in which you will practice conducting a coaching conversation.

Please prepare a distinct subject that you would like to be coached on. The subject should relate to your personal challenges as a leader of others.

Please focus on a subject relating directly to your role as a leader of others.

For example: "How do I address a direct reports' negative attitude?"

Subject



ASSESS AND IMPROVE PERFORMANCE

Module six

PARTICIPANTS MANUAL

6

A difficult conversation

At the Leading Others Program®, you will prepare and practice conducting a difficult conversation.

Please prepare this exercise by making notes on a difficult conversation you need to conduct in the future. It may regard anything at work that you find difficult to address, or something you anticipate your direct report will be uncomfortable discussing.

PERSONAL NOTES



SELECT TEAM MEMBERS AND BUILD THE TEAM

Module seven

PARTICIPANTS MANUAL



Overview of direct reports

Please list the names of all of your direct reports.

1.	
2.	
3.	
4.	
5.	
6.	
7.	
8.	
9.	
10.	
11.	
12.	
13.	
14.	
15.	



SELECT TEAM MEMBERS AND BUILD THE TEAM

Module seven

PARTICIPANTS MANUAL



Subject 1

Please write down the purpose of your team and why your team has been formed as is.

Subject 2

What are some of the responsibilities of the team?

Subject 3

How do you measure success of the team? Please write down a few examples.



STEPPING INTO THE ROLE

Module eight

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PARTICIPANTS MANUAL

Time application

Throughout this program we will reflect on and discuss time application for leaders of others.

Please estimate the percentage of time per year you spend on each of the categories mentioned below. We realize that you may not have reflected on this issue recently, so please just focus on making an estimate.

Categories	%	Personal notes
Set objectives and prioritise tasks		
Delegate and follow up		
Coach and develop direct reports		
Assess and improve performance		
Select team members and build the team		
Other leadership tasks		
Individual contributor tasks		
Total	100%	



PRE-PROGRAM CONVERSATION

PARTICIPANTS MANUAL

We encourage you to have a conversation with your direct leader as part of your preparation before attending the Leading Others Program®.

The purpose of the conversation is to clarify:

- What your leader expects of you as a leader
- What your leader would like for you to improve as a leader (relative to your current position)

The purpose of the conversation is not:

- To set *definite* development objectives for you since you are likely to discover new or other development areas during the Leading Others Program®

Preparing the conversation:

- Please book a meeting with your leader and hand over the attached folder which is for your leader's preparation (remove the last 2 pages of this folder)
- Please reflect on the two questions (a. and b. below)

Conducting the conversation:

1. Please briefly recap the learning target of the Leading Others Program®
2. Please ask your leader to address the two main questions:
 - a. What are the 2 or 3 most important success criteria for me as a leader in my current position?
 - b. Which 2 or 3 leadership behaviors would I benefit most from improving during the coming 6 months?

You can use the conversation sheet on the next page as a check-list.

Ending the conversation:

Please schedule a post-program conversation with your leader to take place 1-2 weeks after the Leading Others Program®.



PRE-PROGRAM CONVERSATION

PARTICIPANTS MANUAL

What are the 2 or 3 most important success criteria for me as a leader in my current position?

1.

2.

3.

Which 2 or 3 leadership behaviors would I benefit most from improving during the coming 6 months?

1.

2.

3.



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