

## Leadership and Mastering Performance Management, A Supervisory Mid-Management Seminar: Phase II Leading Others

Finding appropriate, useful supervisory and mid-management training that truly impacts the competency, commitment and attitude and feelings of supervisors in the law enforcement arena is not easily done. This session focuses on the first line supervisor and mid-manager, to do just that. For all the complexity of what we do, two of the most critical leadership skills are those dealing with relationships and productivity of our teams. This seminar will identify how critical these two variables are to good leadership and then will skill build them. Tools are provided that will assist the attendee to work more effectively as a developer with their people, both as individuals and as a team. Case studies and illustrations are included as part of the curriculum.

This twenty four-hour session has been developed over a twenty year period of time by some of the better law enforcement instructors in the country incorporating content from Ken Blanchard's Situational Leadership II® Model. The instructor, Bill Westfall, has been qualified by the Ken Blanchard Companies to instruct this course using SL II® content specifically designed to be delivered to law enforcement personnel. Bill Westfall has proven to be one of the most acclaimed and requested law enforcement leadership instructors in the United States. It has been said that

Bill Westfall addresses the topic of law enforcement leadership like nobody else can. One who appreciates the lessons of history, Bill has the ability to see trends that will affect the future and is able to describe the evolution of society and policing, relating everything back to the fundamental values of leadership that made the United States the "imperfect" but great country that it is.

These sessions are taught utilizing much of the current thought of adult education principals to accelerate learning. They include multi-media sources and color classroom peripherals and handouts to reinforce learning points. Learning objectives will be met through: lecture, discussion, individual and group activities, audio visual aids that will provide application of the concepts discussed, and communication and leadership style inventories.

### Day One

- 8:00 AM Situational Leadership II® – The Best Known Tool for Developing and Empowering Your People; The Toughest Football Coach Who Ever Lived; Whatever Happened to the Sugar Land Express?; The History of Leadership Development and Situational Leadership
- 10:00 AM The Three Skills of a Situational Leader; The Developmental Cycle; The Four Developmental Levels
- 11:45 AM Lunch
- 1:00 PM Fine Tuning Your Diagnostic Skills; The Definition of Leadership Style; Defining Directive Behaviors; Defining Supportive Behaviors; The Four Styles of Leadership
- 5:00 PM Adjourn

### Day Two

- 8:00 AM Flexibility – The Second Skill of a Situational Leader; Directive Behaviors Defined; Supportive Behaviors Defined; Using Directive Behaviors – What Do You Say?; Using Supportive Behaviors – What Do You Say?; What Does a Style 1 Leader Do?; What Does a Style 2 Leader Do?; What Does a Style 3 Leader Do?; What Does a Style 4 Leader Do?
- 11:45 AM Lunch
- 1:00 PM The Regressive Cycle. The Two People You Will Meet at DL 3; Steps for Managing Regression; Motivating the "Old Salt" General Joshua Chamberlain and the 2<sup>nd</sup> Maine: A Case Study; The SLII® Conversation Starters; Matching Leadership Style to Developmental Level; Over-supervision and Under-supervision; Matching Leadership Style to the Situation Video; The Match Mismatch Activity; SLII® Skill Proactive; Building the Model Learning Activity; The SLII Game; The Bob Knowlton Case Study; The Jeanne Hall Case Study

### Day Two (cont'd)

- 3:00 PM Understanding Motivation – The Little Known Secret; The Pygmalion Effect; The History of Motivation; Scientific Management – Taylor; Social Man – May; Self-actualized Man – Maslow; Complex Man – Herzberg; Theory X/Theory Y – McGregor/Douglas; The Little Known Secret of Motivation; The Relationship of Motivation to Probability of Success; Motivation and Generation X
- 5:00 PM Adjourn

### Day Three

- 8:00 AM Mastering Performance Management: A Performance Evaluation That Works; Five Steps to Developing Competence – Using Situational Leadership; An Evaluation System That Works!; Goal Setting and Performance Plans; The Samantha Evers Case Study
- 9:00 AM Partnering for Performance – The Third Skill of A Situational Leader; Resolving Disagreement About Developmental Level; Partnering for Performance Practice; Writing the Effective Performance Plan; Action Planning
- 11:45 AM Lunch
- 1:00 PM Writing the Effective Performance Plan; Re-Direct, Reward and Reprimand: The Three R's of Reinforcement; Five Steps of Developing Competence; Redirection; Rewarding Behavior; Reprimanding Behavior; Reprimands According to Robert E. Lee; Coaching for Impact Action Plan; Reflecting on Your Learning / Five Visible Signs; Completing the Impact Map; Reviewing Resources for Becoming a Situational Leader
- 4:00 PM Leadership for Supervisors: Putting It In Place; Giving Them a Place to Stand; Leaving a Legacy, The Watch; Presentation of Certificates
- 5:00 PM Adjourn