

FASTSTART

For New Supervisors & Managers

LifeChampion[®]

Learner's Guide

*For Use with
"FastStart for New Supervisors and Managers"
Video/Audio Learning Program
by LifeChampion[®] International, Inc.
Available at LifeChampion.com*

Presented by

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Notes

WELCOME!

In order to be successful in today's world we need to be constantly growing - as individuals and as an organization. Through continued growth and improvement we increase our value to our organization, our constituents and society in general. Continued learning and continued development are critically important to your personal and professional success and happiness.

LifeChampion® International is committed to providing the highest quality personal and organizational development programs and resources available. We provide live seminars and motivational speeches, complete learning systems, customized audio, video and written training resources, and a myriad of multi-faceted developmental programs to ensure higher retention and implementation of skills.

We welcome you to this LifeChampion® Program and look forward to a long-term partnership with you. Please ask about our other developmental programs and learning systems which may benefit you or your organization, or visit our website at www.LifeChampion.com.

Best wishes,

Tyler W. Eldred
President and Founder

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LifeChampion[®] Learner's Guide

“FASTSTART for New Supervisors & Managers”

This is an overview of key concepts and skills for effective supervision and management. It is intended to provide a sound foundation for anyone beginning their leadership journey or as a concise refresher of key concepts for experienced leaders. The course is specifically designed to hit key topics requested by new supervisors and identified by senior leaders as areas of common derailment for supervisors and managers. The program is divided into twelve specific, concise and action-oriented modules to support individual and/or group learning. It is recommended that new supervisors and managers review the entire program then begin a process of viewing and applying one module each week for twelve weeks. The emphasis should be placed on application of concepts to help build habit patterns leading to success. The individual modules are approximately fifteen minutes long to allow quick review on an as needed basis. They are also ideal to be used during staff meetings, as a lunch and learn series, to support coaching/mentoring discussions and many more applications. The video and audio programs are designed to be viewed or listened to by themselves or in conjunction with this Learner's Guide.

This LifeChampion[®] Learner's Guide is one tool to increase your results from this program. It will assist you as you view or listen to this course, is a great resource for later reference and is a starting point for continued development. Use it to take notes, trigger ideas, and guide you to better learning results. You will find a “**My Keepers**” section on the back cover. When a valuable idea, concept or statement hits you, flip the guide over and jot it down. Those “ahas” form the basis for your action planning at the end of the program. There is also a section at the end of each module for you to clarify your “Call to Action” and what you will do to begin implementing the ideas from that particular module. At the end of the Learner's Guide you will find an “**Additional Resources**” section, a “**Personal Action Plan**” section to focus your actions as a result of the program, and a “**12-Week Personal Action Journal**” page to track your key actions and results. This course is intended to generate action toward beginning and/or improving your leadership effectiveness. No action by you, little value from this program. So take action on your learning immediately and journal what you notice, what you do, and the results obtained (good or bad) on your Action Journal page. This simple act will dramatically accelerate your personal development and initial growth as a supervisor and/or manager.

We commend you for investing in yourself through this program. Effective leaders and effective individuals in today's organizational environment are learners. Make a commitment to yourself to continue the learning long after your initial exposure to this program. Review this material on a regular basis and develop a continued learning plan. You are the one that will benefit most.

We look forward to being a partner with you in developing this and other crucial skills today and beyond. Best wishes in this course and in your journey for continued growth, self-improvement and excellence.

Tyler W. Eldred, President & Founder
LifeChampion[®] International, Inc.

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For information on this and other courses, developmental programs and resources, or for customized review materials for this course

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Module 1 – SITUATIONAL AWARENESS

Benefits:

- Situational Awareness is crucial to your transition and success as a new manager and leader.
- The sooner you are aware of and accurately assess issues, the more effective you will be in resolving and leveraging them for increased productivity.

Objectives:

- To help you obtain an accurate “lay of the land.”
- To learn how to determine the setting, culture, objectives of the organization, your team and your position expectations.
- Provide a framework for this learning.

Important Questions:

- What is the situation you are coming into?
- Why were you brought in?
 - A change agent?
 - Continue good results?
 - Exploit a new competitive advantage?
- What’s the history of your team and environment?

What are the Culture and Politics?

- How long has the organization been in existence?
- How long has this department been in existence?
- What are / have been key initiatives for your department?
- How do these fit into current organizational purpose, mission and goals?

Additional Keys:

- Focus on gaining “Deep Smarts.”
- What did your predecessor do well? What areas can you improve? What did they not get involved in?
 - Note – Do not bash your predecessor.

Clarify the Expectations of You:

- What is expected of you?
- Align expectations between you, your boss and your team.
- What resources are available?
- What constraints exist?

Additional Keys:

- Beware of Roadblocks
- Look for Springboards
- Be aware of and blend you style with your boss and others
- Take time to get to know your team members

Conclusion:

- Call to Action!
 - Pick one or two areas to improve your situational awareness and get started right now.
- If you would like additional information on this or other topics please visit our website at www.LifeChampion.com.

Module 2 – UNDERSTANDING YOUR ROLE & OBJECTIVES

Introduction:

- Hello & Welcome.
- Important to understand your role and objectives in order to focus your efforts for optimum results.

Objectives:

- Clearly understand your roles and objectives from a leadership standpoint.
- Make an effective transition.
- Framework for future actions.

Making the Transition:

- Technical skills and people skills are two very different things.
- Leadership and management require building your people skills while also utilizing and expanding your technical skills.
- People are often the last ones to promote themselves – they feel more comfortable doing their old job.
- Make the decision and mental commitment to make the transition – then live it out.
- Ensure you have ongoing dialogue with your supervisor.

Your Primary Objectives As A Leader (LifeChampion® Philosophy)

- Inspire a shared vision and commitment.
 - Not just your vision, a shared vision.
- Grow Your People.
 - Your people get the results. They can do far more than you can.
 - Your focus is to grow their skills, abilities, confidence, willingness to take initiative and risks, etc.
- Provide resources and support.
 - What do your people need to be successful?
 - How are you going to provide that for them?
- Obtain positive results.
 - Your job is to move the organization forward.
 - Without positive results you will not retain your position.
 - If you focus more on results than the people and processes that achieve them, you will short circuit your ability to achieve and sustain results.
- Work yourself out of a job.
 - Free yourself up to do the highest payoff activities you can do.
 - Grow your people to take on more and more responsibility.
 - Beware of becoming a blocker rather than a springboard.

Key Points:

- You must take your primary focus off of results. Results are a byproduct when in a leadership position.
- Stop being the quarterback and become the lead blocker instead.
- Do not allow yourself to become the limiting factor for your team.
- Clarify expectations with your boss, your team members, and others
 - Focus on generating and supporting congruent, aligned efforts in all possible directions.

Conclusion:

- Call to Action!
 - Determine what your vision is for your team and how it aligns with the organizational vision & mission.
 - Determine what team members see as the team's vision and mission and how that aligns with the larger picture.
 - Invest time to create a shared vision and commitment to it.
- If you would like additional information on this or other topics please visit our website at www.LifeChampion.com.

Module 3 – LEARNING PLAN

Benefits of A Structured Learning Plan:

- Improves both short-term and long-term success.
- A structured learning plan will accelerate your success and reduce the likelihood of being derailed in your career.
- A Learning Plan helps maximize the effectiveness of an organization's leadership development, reduces the failure rate, and accelerates the success of all participants.
- Effective leaders are learning leaders. This prepares you to deal with the change and ambiguity required in leadership.

Learning Mindset / Actionable Insights:

- Look for clear, actionable insights – those things you can take action on to create improvement.
- Focus on developing a tangible plan of action.
- You must be flexible, be able to learn on the fly, and be relentless in your pursuit of learning.
- Take advantage of both structured and unstructured opportunities.
- Take a Simple Disciplines[®] approach. This means driving for continuous learning and improvement.
- A champion prepares in advance. A champion creates systems to accomplish this.
- A learning mindset and learning plan improve your effectiveness, accelerate your transition, help you become a positive contributor faster, and help you match your strategy to your specific situation.

Why a Learning Plan is Important:

- Aimless wandering is ineffective as a learning plan.
- What got you promoted is not what will make you successful at this next level. You must either build new skill sets, or adapt those you currently possess. Normally it is a combination of both.
- A learning plan is a crucial element for situational awareness. It accelerates your understanding of your environment.
- It helps you understand varied perspectives.
- It helps you seek out and utilize best resources.

Proactive Approach:

- A proactive approach provides the best possible insights.
- It is also your best defense against falling quickly into crisis management.

Investment:

- A learning plan is a critically valuable investment.
- It will help drive accurate strategy.
- It will accelerate your success.
- And it will help you better utilize your time, energy, and resources.

A Dynamic Plan:

- Understand it is an active, living, constantly refined learning plan.
- Repeatedly ask yourself, "What do I need to know?"
- Also ask, "Who can help me?"

Building Allies:

- A focused learning plan helps accurately expand your network.
- It helps you appreciate others and helps them appreciate you.
- The allies gained can be a tremendous resource for later implementation of change.

Deep Cause & Effect:

- In your learning plan and situational awareness, look for deep cause and effect relationships.
- Do not simply look for short-term gains.
- Focus on understanding what will create longer-term effectiveness.
- Use the "Five Why" method.
- Identify experts.
- Drive actions.
- Focus on small changes and rapid iterations.

Systematic Learning Process:

- Your systematic learning process revolves around actionable insights.
- Refine future learning. What is required and where you should focus your efforts.
- Identify best resources.
- Extract maximum insights with minimum outlay through a focused, systematic learning process and plan.

Match Strategy to the Situation:

- Situational Awareness, Goals, start-up, etc.
- History, Challenges, focusing your energy.

Organize & Create the Plan:

Define Your Learning Agenda:

- Crystallize priorities. What is most important?
- Requires clear self knowledge. Strengths, weaknesses, etc.
- Position knowledge helps to define your learning agenda. What are you really expected to do and accomplish?
- Determine appropriate and useful questions about the past, present and future.

Utilize Structured Learning Methods:

- Coaching, mentoring.
- Interviews / Interaction.
- Training & development resources.
- 360 degree assessments and tools.
- Board of Advisors.

Identify Best Sources of Insight:

- Organizational strategy, technical capabilities, culture, politics, etc.
- Talk to people with critical knowledge.

Seek Learning Inside and Out:

- Customers, vendors/suppliers, outside analysts, associations, etc.
- Research and development, operations, sales, staff.
- "Integrators"
- "Historians"
- Current team, departed team members, etc.
- Executive assistants, "Interpreters."

Culture:

- Not just looking for information, but also learning who the organization is and who the people are who work within it.

Create Your Learning Plan:

- Put together a clear learning plan.
- What, who, how, how much, objectives, etc.

Listen, Listen, Listen:

- There are lessons all around you. Your job is to be aware of what you seek and look for it. Listen, listen, listen.
- Be an active seeker of knowledge, with the wisdom of discernment as to what is important.

Conclusion:

- Call to Action!
 - Begin your Learning Plan list.
 - Determine one focused learning objective.
 - Identify immediate action steps to begin improving in that area and at least one person you will contact to help you improve.
- If you would like additional information on this or other topics please visit our website at www.LifeChampion.com.

Module 4 – BUILDING TRUST & CREDIBILITY

Benefits:

- Your credibility determines whether people will act on your vision, suggestions, commands, change initiatives, etc.
- Trust underpins all successful relationships.

Definitions:

- Trust: Confidence in the integrity, ability, character and truth of a person or thing.
- Credible: Capable of being believed; plausible. Worthy of confidence. Reliable.

An Ongoing Process:

- Trust and credibility are dynamic qualities.
- They must be the focus of constant attention.
- You are either building up trust and credibility or breaking it down at all times.

Why Trust & Credibility are Important:

- Determines the power and conviction of people's commitment to you and your initiatives.
- It affords you leniency, latitude and forgiveness from others. Without it, you are given little or no latitude in your efforts.
- Lack of trust makes people hesitate, question, disregard your commands/suggestions.
- Trust is what generates and enable action on the part of others. It is the engaging mechanism.
- Trust is the currency of the future – your future and your organization's future.

How to Obtain It:

Ask for the Rules – The Trust Criteria:

- Everyone has rules for when they trust another person.
- Ask the question, “What will it take for you to trust me?”
- Strive for examples, ask more and different questions, often helpful to contrast by discussing what breaks or reduces trust.
- Share your rules as well.

Foundations of Trust as a Leader:

- People want to know the following basic things.
- Will you do what you say and commit to?
- Who are you working for, focused on, serving?
- If something goes wrong, will you take the hit?
- Can I count on constant, open, honest communication? – the “full” truth?

What Creates Loss of Trust:

- If you fail to be open and honest – choosing instead to avoid conflict.
- Disorganization, poor time management, lack of follow through.
- Failure to maintain confidentiality. Loose lips sink ships.
- Indecision/failure to take a stand.
 - Hedging and Failing to provide full disclosure fall into this.
- Playing the Blame Game.
 - Issue of taking the hit, responsibility, 10/90 rule.
- Focused on self.
- Overly enthusiastic, over-sell or over-promise.
- Back stabbing.
- Not walking your talk.
- You may simply not be trustworthy.

Trust vs. Credibility:

- Intertwined, but not the same.
- Capable of being believed; worthy of confidence.
- Gain credibility with trust.
- Also people’s perceptions.

Four Cs:

- Confidence
- Congruence
- Consistency
- Competence
 - Confidence and Congruence get you in the door.
 - Consistency and Competence get you there.

Conclusion:

- Call to Action!
 - Seek to identify other’s trust criteria. Take action to hit these targets better.
 - Pick one thing to work on to improve your confidence.
- If you would like additional information on this or other topics please visit our website at www.LifeChampion.com.

Module 5 – LISTENING & COMMUNICATION SKILLS

Benefits:

- Your ability to communicate effectively will determine your ability to influence, and thereby your ability to lead and manage.
- Effective communication is the foundation of all successful relationships and organizations.
- Listening is the most powerful way to tell someone they are important.

Objectives:

- Clarify some fundamentals about communication and, specifically regarding listening.
- Provide frameworks to beginning improving your trust and credibility with others.

Importance of Listening:

- All facets of communication are important.
- Listening is the most important communication skill for leaders.
- Listening lays the foundation for situational awareness and informed decisions.
- Listening is the most powerful way to tell someone they are important.

Hearing vs. Listening:

- Hearing is an involuntary act.
- Listening is a voluntary act and process with three vital steps: Receive, Interpret & Acknowledge.

Good Listening:

- Setting aside your ego, your thoughts and your agenda.
- Good eye contact.
- Engaged body language.
- Provide encouragers – facial verbal, etc.

Why People Don't Listen Better:

- External distractions
- Internal distractions
- Focusing on your own agenda.
- The “Me, Me, Me” song.

Other Key Communication Issues:

- You are always communicating.
- There will always be interference in communication. Must constantly strive to reduce this.
- You are more effective when you communicate in the receiver's language.
- The most important communication occurs in your own head. This is where you attach all meaning.

Influence Communication:

- Influence is the key to leadership.
- Anything I say, you can deny. Anything you say is true in your own mind.
- Guide with questions rather than telling.
- Focus on understanding, developing commitment, and guiding in line with your organizational purpose, vision, mission and values.

Conclusion:

- Call to Action!
 - Focus on improving your listening today. Ask at least one person to help you with this.
 - Join Toastmasters International (www.toastmasters.org) or some other means of improving your ability to present and influence.
- If you would like additional information on this or other topics please visit our website at www.LifeChampion.com.

Module 6 – BUILDING HIGH PERFORMANCE TEAMS

Benefits:

- Teams and team members get work down.
- High-performance teams produce higher contributions than the sum of the parts of individual contributions.

Key Questions / Issues:

- What is the purpose or goal of the team?
- What talents, competencies, systems and culture are required.
- Assess, evaluate, and rate your team against this.
- Identify gaps, required training & development, any necessary replacements.
- Gain commitment.
- What do you do to increase effectiveness?

Key Concepts:

- The foundation of every team is individual effort.
- Teamwork is actually a misnomer – Teams do no work. It is actually coordinated, compounding effort of individuals.
- A team is a group of people with common goal plus shared accountability and other aspects.
- High-performance teams do not happen by accident.

Key Elements of a Team:

- Purpose / Mission.
- Values.
- Goals and Objectives.
- Roles.
- Norms and rules of engagement.
- Self-Regulation.
- Trust.
- Commitment.
- Interdependence and Shared Accountability.
- Structure, Organization, Processes.

Additional Topics:

- Who leads a team? The purpose, vision, and values.
- Difficult points of balance/paradox on high-performance teams.
- Team empowerment.
- Four stages of team development.
 - Forming.
 - Storming.
 - Norming.
 - Performing.
- The Three Rs
 - Roles
 - Responsibilities
 - Relationships

Check-Up / Diagnosis:

- Clarity.
- Decision Making.
- Conflict Management.
- Focus.
- Meetings.

Conclusion:

- Call to Action!
 - Discuss with your team where it stands right now in terms of these high performance concepts.
 - Begin a discussion on clarity of Purpose, Values, Rules of Engagement.
- If you would like additional information on this or other topics please visit our website at www.LifeChampion.com.

Module 7 – SETTING EXPECTATIONS & FEEDBACK

Benefits:

- Clear expectations and Feedback are critical for organizational effectiveness and excellence.
- People want to know what is expected of them and how they are doing.
- You should not hold people accountable unless you have clearly communicated what they are accountable for.

Expectations:

- You must clarify expectations before you hold people accountable.
- Investing time upfront to clarify expectations is an excellent investment of your time.
- It is critical to close the gap between what you expect and what the employee expects. This is one of your primary jobs.
- Ownership of the expectations is key.
- Misunderstanding of expectations is the single largest reason why employees don't do what they're supposed to do, which we will cover in module eight.
- Setting expectations should be based on dialogue and discussions, rather than just telling or transmitting only communication.
- Please be aware that the phrase "I understand" does not mean the employee understands. It can mean anything from, please leave me alone and let me do my job to I understand what I think you're saying. A gap always remains.
- I typically suggest creating a supplemental job expectation list which clarifies the often vague position description, core document, etc.
- Some basic questions to uncover and clarify expectations with the worker:
 - Tell me all the great things you are doing.
 - What does a good job/outstanding job look like?
 - What you need from me and others to help you be successful?

Feedback:

- People want to know how they are doing. They crave feedback.
- Feedback is the breakfast of champions. It is the key to sustained excellence.
- Feedback is most useful when it is timely, focused, specific, and provided with positive intent.
- The fundamental basis for effective feedback is to provide specific guidance on what people are doing well and what they can improve on. This allows them to leverage what they're doing well, identify areas for improvement and change behaviors accordingly.
- Feedback should be both reinforcing (positive) and corrective, formal and informal.
- Feedback should be forward focused. The 40-60 rule normally applies. This means to spend 40% or less of your time on the past, and 60% or more time on the future.
- Ensure that feedback is issue focused. Not focused on the person or personality.
- Beware of Seagull management. This is the "swoop and poop" methodology.

Informal Feedback:

- Informal feedback is the most common and your biggest job.
- It should be timely, specific, focus, and provided with positive intent.
- Include what they do well and what they need to improve on.
- Use the 10:1 formula. This means ten praises for every one correction. This is what earns you the right to correct them.
- MBWA - management by walking around.
- Informal feedback should be a dialogue.
- Strive to get the team members bragging on each other.
- Provide ample praise.
- Consider the one minute praising approach.

Formal Feedback:

- Be familiar with your system, use your system, and supplement it.
- Sincere, open, honest, and positive intent.
- No secrets, no surprises. A critical rule.
- Use the 40/60 rule.
- Ensure your sessions are dominated by dialogue.
- This conversation should not be focused on pay.
- Some simple steps.
 - Document something each employee does well or needs to improve on every week. This provides the fodder for specific comments on your write ups.
 - Have a sit down feedback session at least every 90 days.
 - Have them rate themselves.
 - Have them evaluate you at each of these meetings.

Poor Performers:

- Dealing with poor performers should be a discussion based on clear expectations.
- Critically important that you have positive intent.
- The conversation must remain issue focused.
- Strive to create a safe environment for the discussion.
- Watch your story.
- Strive to understand why they do what they do.
- Put the expectation on them to be part of the solution.
- Follow good guidelines for confrontation.
- Confront the issue as quickly as possible, when it is still small.
- Bad news does not age well.

Conclusion:

- Call to Action!
 - Discuss and clarify expectations with at least one employee right away.
 - MBWA - begin today to catch people doing something right.
- If you would like additional information on this or other topics please visit our website at www.LifeChampion.com.

Module 8 – WHY EMPLOYEES DON'T DO...

Benefits:

- Even though you strive to set clear expectations, there will often be times when employees won't do what they're supposed to do.
- This can be frustrating, and it may strain your patience.
- It is critically important therefore that you learn how to understand and deal with these situations in order to drive your team and organization towards higher levels of performance and excellence.
- Inability to deal with non-performance is a clear career de-railer.

General Thoughts:

- People are motivated.
- People do things for a reason that makes sense to them.
- It is important you learn to get inside their world to increase your effectiveness.
- When you become frustrated, you are more likely to consider the employee to be lazy, unmotivated, or as having a bad attitude. These are unproductive stories to tell yourself.
- This module provides a framework to help target your actions and be more effective.
- Things may stand in your way -- comfort zone, learning zone, panic zone, etc.

Fundamental Concepts:

- Unaware/Miscommunication.
- Can't Do - Skills.
- Can't Do – Resources.
- Choose Not To – Motivation/Attitude.

Unaware:

- The number one reason why people don't do what they're supposed to do.
- Miscommunication of some sort.
- They didn't know they were supposed to do it.
- Thought they were doing it, but weren't.
- It is often a legitimate excuse, sometimes it is not.
- The most difficult situation to deal with because accurate communication is hard work.

Can't Do – Skills:

- Lack of skills.
- Required training.
- Easiest fix. Your job is to properly train them.
- If not a good fit, but have a good attitude and work ethic, look for other opportunities to utilize them.

Can't Do – Resources:

- Don't have the basic resources to do what they are expected to do.
- This is your job as a supervisor to find ways to provide these basic, reasonable resources.
- Can be an excuse. Do not allow them to exaggerate their need for specialized resources.

Choose Not To – Motivation/Attitude:

- No motivation to do it. No upside.
- Rewarded not to do it.
- Penalized for doing it.
- Choose not to – “I'm not going to and you can't make me.”
 - Attitudinal problem.
- This is fortunately the smallest percentage reason of why employees don't do what they are supposed to.
- Yet it is the one that most supervisors will jump directly to.
- Also a difficult situation for many supervisors to deal with. Unsure how to confront and how to hold people accountable.

Conclusion:

- Call to Action!
 - Apply framework to one person and discuss the situation with them to determine what is really going on.
- If you would like more information on this or other topics, please visit our website at www.LifeChampion.com.

Module 9 – DELEGATION

Benefits / Why Delegation is Important:

- Your primary objectives as a leader include growing your people and working yourself out of a job.
- Delegation is the key to sustainable productivity and sustainable excellence.
- Delegation builds trust. Lack of delegation clearly says you do not trust them or believe in their abilities.
- Delegation is your secret weapon.

What is Delegation?

- Delegation is to commit or entrust to another.
- A “delegate” is a person authorized to act as a representative for another.

What Stops People from Delegating?

- All agree that delegation is important, yet many fail to do it frequently or effectively.
- You can do it faster or better yourself.
- By the time you explain what to do you could have already done it yourself. In other words, not enough time to delegate.
- When you want something done right, you have to do it yourself.
- You feel more comfortable doing it.
- You like it.
- You don't want to feel like you're not needed.
- Not delegating can be falsely assumed to provide job security.
- Because you feel guilty having someone else do the task.
- Because employees train you not to delegate to them.

What Should/Should Not Be Delegated?

- You should delegate as much as possible.
- Do not delegate things that go into the personnel file, feedback, counseling, personalized time, or anything requiring a security clearance beyond what the employee has.
- Delegation is always a judgment call.

Key Fundamentals:

- Delegate, to do not dump or offload.
- Delegation is a process. It requires time, energy, resources, and training.
- Set people up for success, not failure.
- Delegate to the lowest level possible. Focus on growth, not just results.
- Delegate the what, when, and why, rather than the how.
- Provide resources, be a resource.
- Check “in with” rather than check “up on.” This reduces the perception of micromanagement.
- Still hold people accountable.

Delegation Steps:

- Determine the desired outcome: what, timeframe, standards.
- Clarify why -- the importance of the project, and why you selected the particular person.
- Determine what information is needed for success?
- Available resources.
- What else will help this person be successful.
- Lowest level of potential competence.
- Assign the task -- communicate the objectives, the why, gain their commitment to the task, timelines and milestones, provide authority and resources.
- Check in as needed. And as agreed upon.
- Provide assistance when asked or clearly needed.
- Hold them accountable.
- Debrief, reward, and reassign.
- Train the trainer.

When Are You Done Delegating?

- When the task is done to the agreed upon standards, within the agreed upon timeline.
- When it has been fully debriefed.
- When they are self-sufficient.
- When you have “trained the trainer.”

Conclusion:

- Call to Action!
 - Identify one task you can delegate, who you can delegate it to and walk through this process. Begin practicing more systematic delegation today.
- If you would like more information on this or other topics, please visit our website at www.LifeChampion.com

Module 10 – MOTIVATION

Benefits:

- The motivation and morale within an organization determines its the energy, quality and commitment.
- Motivation is essential to sustained excellence.
- A high morale workforce attracts other top performers.

Key Questions:

- What is motivation?
- Is motivation important?
- How do you know if someone is "motivated?"
- Are you motivated?
- What motivates you? Others?

Key Terms:

- Morale.
- Motivation.
- Motivate.
- Motives.
- Means Goals versus Ends Goals.
- Tactical Motivation versus Broad Appeal Motivation

Key Concepts:

- Motivation starts with you.
- Motivation is the responsibility of every leader.
- Motivation and morale do not improve on their own.
- It takes a change in focus and action, not more time.
- Money by itself does not normally retain or motivate high-quality employees, nor does it sustain high performance.
- Give as much positive recognition as possible.
- Get team members to brag on each other.
- People are motivated by what they see in front of them.
- Ownership is the key.

Creating a Motivational, Achievement Oriented Environment:

- Focus on organizational and departmental purpose, vision, mission, and values.
- Clarify expectations and give them ownership.
- Provide frequent, motivational feedback.

Start By Re-Moving De-Motivators:

- Unclear expectations, office politics, negativity.
- Focusing on what people do wrong (Seagull Management).
- Allowing poor performance.
- Bad boss.

High Payoff Motivators:

- Spend time with people.
- Focus on achievement -- a job worth doing, done well.
- Recognition for achievement.

Recognition Thoughts:

Conclusion:

- Call to Action!
 - Apply at least one idea from this module today.
 - Focus on building both motivation and morale in your team.
 - Make this a focal point of your leadership.
- If you would like more information on this or other topics, please visit our website at www.LifeChampion.com.

Module 11 – TIME MANAGEMENT & ORGANIZATION

Benefits:

- Time management and organizational skills are critical to your success as a supervisor and manager.
- Many managers are derailed in their careers by this topic.
- Effective execution is founded on Time management and organizational skills.

Key Questions:

- What do you think of when you hear the term “Time Management?”
- What you do well in this arena?
- What are some opportunities for improvement?

Foundational Principles:

- Time Management – The systems used to effectively allocate your time and resources to track your commitments and ensure you accomplish important tasks.
- Information/Records Management – The systems used to track and store important information and determine what is mission critical.
- Project Management – How to track, process and accomplish a series of tasks over time.
- Organizational Skills – How do you organize your space, time, activities and information.
- Personal Management – How do you make your personal decisions.

Common Myths:

- I do not have enough time.
- I can save time.
- I simply need to work harder.
- I simply need to work smarter.

Simple Disciplines Regarding Time Mgt & Organization:

- Unfinished commitments and disorganization create tremendous stress.
- Failure to prioritize creates wasted effort and wasted resources.
- You must understand the difference between activity and productivity.
- Do less, get more done. This is based on the understanding of importance, and the theory of congruent effort.
- Flow and momentum are critical.
- Planning and execution are both critical.
- Clear a path for success. Fight distractions.

- Clarity is power.
- When value is clear decisions are easy.
- Create good systems, capture commitments, review things regularly.
- Plan strategically and tactically.
- You need to ensure work time, creative time, and cleanup time.
- Do what you resolve to do.

Time Management Essentials:

- Clarify your environment, projects and tasks, key objectives, stakeholders and resources.
- De-Junk your life. Paperwork, computer, space.
- Organize your space, time and tools.
 - Zones, space tips, Time robbers, peak performance, calendar system.
- Prioritize.
 - Do and “Don’t Do” lists.
 - Important versus Urgent.
 - 80/20 rule.
 - Forced Choice Indicator.
- Process tasks. Have appropriate systems and the discipline to follow them.
- Focus on projects.
- Build success habits.

Conclusion:

- Call to Action!
 - Identify at least one Simple Discipline to apply today.
 - De-junk some aspect of your life this week.
- If you would like more information on this or other topics, please visit our website at www.LifeChampion.com

Module 12 – FORWARD FOCUS

Objectives:

- The goal of this module is to focus the learning and create a sustained action plan.
- Optimize the program and insights gained.
- Summarize some key points from the training.

Fundamental Concepts:

- Action is eloquence.
- Clarity is power.
- Effective leaders are learning leaders. This program is a starting point.
- Create a personal development project plan.
- The leadership development framework:
 - 70% Experiential
 - 20% Relational
 - 10% Coursework/Study
 - Feedback – Catalyst / Magic Accelerator
- Develop a framework for essential leadership competencies.
- Revisit this program often. Look for themes and connections.
- Trust in the process. It is a layering approach.
- Development continues to accelerate.
- Growth can be difficult. Enjoy the process and celebrate your successes. Keep a success Journal.

Summary:

- Summary of some key points from previous modules.

Conclusion:

- Call to Action!
 - Pick one area and take action.
 - Pick one book to continue your learning in the selected area.
 - Find a Mentor.
 - Develop a personal leadership development agenda.
- We appreciate this opportunity to be your partner in the critical journey of Leadership Development. We hope to develop a lifelong partnership with you. Please visit our website at www.LifeChampion.com often to learn about the current programs, processes and resources we have available for your continued development and that of your organization.
- We wish you the best of luck in your journey toward continued excellence.

Notes

Notes

My Personal Action Plan:

Three ideas I liked that I can begin implementing are:

1.

2.

3.

The resources available to help me do this are:

My implementation strategy is:

The first step I will take is:

I will do this by: _____

The person who will help hold me accountable is: _____

The results I expect are:

Continue Your Learning

This program was hopefully a good learning resource. But what you actually gained was information and insights. The true learning will occur as you apply key concepts from this program that were meaningful to you. Please ensure you completed your keepers lists, acted on your Call to Action for each module, and created an action plan. Here are a few other useful ideas to increase retention and optimize your learning experience:

- 1. Clarity:** It is better to have one very clear action item than many great, unfulfilled ideas.
- 2. Action:** Action builds momentum. Take some action immediately, within 24 hours of viewing/listening to each module. Whether you viewed/listened to a single module or the entire program, pick at least one actionable insight and take action.
- 3. Review:** Review the key material and track your progress. The Learner's Guide is intended to assist you in taking notes. Keep this document in your "Supervisor/Manager" file or Notebook. Refer to it periodically to help keep your learning and growth fresh and pull out new ideas that you are ready to work on. Review the video/audio program periodically (recommended at least every 18 months) to keep these fundamental concepts as a focus of your personal, professional and organizational development.
- 4. Support:** Find at least one accountability partner who will follow up with you and hold you to taking action. If possible share your key learning points, goals and action plans with your supervisor to gain their support. Get them involved and ask for their help. When possible, view this program in a group setting and discuss each module together and how you will apply it. This could be in a staff meeting, organizational lunch-and-learn, a church group, etc. Meetings or lunch-and-learns are a great place to learn and grow by using this or other resources.

Additional Resources

(Make note of any additional resources discussed during the program or your discussions. Go online to find more. Keep a list here for easy future reference. Visit www.LifeChampion.com often.)

My 12-Week Action Journal

Name: _____ Date: _____

WEEK #1:

WEEK #2:

WEEK #3:

WEEK #4:

WEEK #5:

WEEK #6:

WEEK #7:

WEEK #8:

WEEK #9:

WEEK #10:

WEEK #11:

WEEK #12:

My Keepers

“FASTSTART for New Supervisors & Managers”

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