

THE DEFINITIVE GUIDE TO  
**LEADERSHIP**



**^ACCELA^**

The leadership requirements of the modern workplace are evolving rapidly. Now more than ever, values-driven, flexible and engaged leaders are required to help their teams navigate the path to organisational success. And traditional leadership skills haven't gone out of fashion either!

At Accela, we've been considering the critical skills that need to be developed to allow leaders to not just survive, but thrive in the current environment. Our proprietary blend of personal experience, market research and psychometric testing have allowed us to identify 11 key competencies common to successful leadership globally across multiple industries.

## What can you do?

To determine your leadership proficiency, consider observable day-to-day outcomes in relation to the 11 competencies outlined below.

To thrive, you need to consider how you:

1. Solve Problems Effectively
2. Make Good Decisions
3. Motivate Others
4. Plan Effectively and Manage Time
5. Handle Confrontational Situations
6. Influence Others
7. Handle Change
8. Display Win-Win Team Approach
9. Delegate Effectively
10. Proactively Mentor
11. Proactively Conduct Appraisals

## What next?

Consider the following:

- What's working well?
- What could be further developed?
- Do you rely too heavily on some competencies, while neglecting others?
- What can you learn from your experience?
- Who should you turn to for guidance, coaching, mentoring or sponsorship?

"Leadership is a choice, not a position."

**Steven Covey**

# 1 Solve Problems Effectively

This workshop will provide participants with practical tools and strategies to solve both simple and complex workplace problems.

## Overview

A large part of leadership is helping the team overcome unexpected eventualities which may initially block the path to a goal. Effective leaders have the ability to rapidly and confidently move through these issues.

## You will learn how to

- Develop and apply a problem-solving model
- Determine appropriate problem-solving criteria
- Evaluate potential solutions
- Implement solutions
- Remediate to prevent recurrence



Problem-solving becomes a very important part of our makeup as we grow into maturity or move up the corporate ladder.

**Zig Ziglar**

## This workshop is for

Leaders, managers and anyone tasked with resolving workplace problems

## Key benefit for participants

Develop and implement strategies to solve problems

# 2 Make Good Decisions

This workshop will provide participants with practical tools and strategies to assist in making good and timely decisions that benefit their organisation and its people.

## Overview

Making good decisions is the key to effective leadership. However the process for decision making is often highly variable from leader to leader. A great leader applies a reliable process to decision making that uses experience, wisdom, analytics and judgement.

## You will learn how to

- Define the issue through research, input and debate
- Move towards action
- Apply ethics in the decision-making process
- Apply and communicate the decision
- Evaluate the impact of the decision



There's no wrong time to make the right decision.

**Dalton McGuinty**

## This workshop is for

Leaders, managers and anyone tasked with making business-critical decisions

## Key benefit for participants

Implement a simple and effective process to arrive at good decisions quickly

## 3 Motivate Others

This workshop will provide participants with practical tools and strategies to create an environment that positively impacts team members' engagement, quality of work, productivity and behaviour.

### Overview

A leader plays a critical role in encouraging and inspiring motivation in their team members. Team members constantly look to their leader for actions, cues and behaviours which are congruent with the tasks they are asked to perform in the workplace.

### You will learn how to

- Understand your own level of motivation
- Identify what motivates team members
- Determine the motivation level of team members
- Make others feel appreciated and valued
- Encourage and act on feedback
- Connect business goals with team member motivation
- Effectively use reward and recognition



Motivation will almost always beat mere talent.

**Norman Ralph Augustine**

### This workshop is for

Leaders, managers and anyone tasked with motivating others

### Key benefit for participants

Understand motivation to then create and sustain it in others

## 4 Plan Effectively and Manage Time

This workshop will provide participants with practical tools and strategies to achieve goals and outcomes on time using available resources to their full potential.

### Overview

The digital age means opportunities and challenges present themselves faster than ever before. This can lead to tasks piling up and becoming overwhelming in volume. To achieve success, leaders need to utilise advanced planning and time management skills consistently to smooth out peaks and troughs in workflow and maintain physical and mental wellbeing.

### You will learn how to

- Develop effective daily plans
- Prioritise tasks for maximum results
- Maintain focus
- Complete tasks within deadlines
- Allocate resources within budget
- Apply a proactive approach to complex tasks
- Manage contingencies via effective communication



Planning is bringing the future into the present so you can do something about it now.

**Alan Lakein**

### This workshop is for

Leaders, managers and anyone who needs to meet deadlines without overuse of resources

### Key benefit for participants

Master strategies to deliver quality outcomes on time and within budget

## 5 Handle Confrontational Situations

This workshop will provide participants with practical tools and strategies to understand common sources of conflict and apply strategies to engage and resolve.

### Overview

Conflict is a natural part of life that is experienced by everyone at some point. The difference between effective and ineffective leaders often lies in how they approach, manage and resolve conflict.



I have several times made a poor choice by avoiding a necessary confrontation.

**John Cleese**

### You will learn how to

- Identify common causes of confrontation
- Understand the impact of constructive and destructive behaviours
- Identify strategies for diffusing
- Reframe words for congruence with objectives
- Use a framework for preparation and discussion
- Create a conflict management plan for specific scenarios

### This workshop is for

Leaders, managers and anyone who needs to deal with confrontational situations

### Key benefit for participants

Implement a framework to understand and overcome common workplace conflicts

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## Influence Others

**This workshop will provide participants with practical tools and strategies to influence people and situations such that their priorities and objectives are achieved.**

### Overview

While team members may carry out desired tasks because it's "their job", others are not so easily influenced. Working with peers, superiors and external parties to achieve organisation goals is a key skill for effective leaders.

### You will learn how to

- Identify key principles involved in influencing others
- Demonstrate rapport and authenticity
- Successfully apply the key principles of influencing
- Build and maintain relationships with a diverse range of people
- Engage easily with a range of interpersonal and group situations
- Demonstrate an approachable and empathetic nature

“

The key to successful leadership today is influence, not authority.

**Ken Blanchard**

### This workshop is for

Leaders, managers and anyone who uses influence to achieve their objectives

### Key benefit for participants

Implement positive and practical applications of workplace influence

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## Handle Change

**This workshop will provide participants with practical tools and strategies to lead team members through change.**

### Overview

Responses to change vary among individuals; it may be seen as a positive opportunity or a negative threat to a comfortable existence. Leading team members through the potential uncertainty that change brings is a key skill in the modern business world.

### You will learn how to

- Navigate change
- Manage common reactions to change
- Understand the change cycle
- Identify and apply critical skills important to change leadership
- Develop an action plan to adapt to change effectively

“

There is nothing permanent except change.

**Heraclitus**

### This workshop is for

Leaders, managers and anyone who needs to adapt to and guide others through a change process

### Key benefit for participants

Navigate people proactively through change

## 8 Display Win-Win Team Approach

This workshop will provide participants with practical tools and strategies to achieve team and organisational goals

### Overview

Teams and individuals need to work together on projects, opportunities and other initiatives. Critical to leaders' success is their ability to lead and work effectively with teams to ensure all stakeholders "win".

### You will learn how to

- Engage others in a win-win effort
- Recognise potential barriers and apply actions to overcome
- Use key principles to lead and demonstrate strong collaborative skills
- Apply influencing skills where necessary
- Address conflict when it arises
- Create an action plan for a win-win collaborative opportunity

“

Victorious warriors win first and then go to war, while defeated warriors go to war first and then seek to win.

**Sun Tzu**

### This workshop is for

Leaders, managers and anyone who needs to engage others to deliver a win-win outcome

### Key benefit for participants

Collaborate with others for mutual benefit

## 9 Delegate Effectively

This workshop will provide participants with practical tools and strategies to “let go” of certain tasks and empower team members to achieve success.

### Overview

An effective leader knows when to give up direct control of a task and switch their focus to motivate, enable and help team members to achieve success.

### You will learn how to

- Understand what delegation is
- Appreciate the role of delegation in business
- Identify what enables and disables delegation
- Know what and what not to delegate
- Employ effective delegation methodology
- Understand to what degree a task should be delegated
- Monitor progress and guide throughout
- Intervene where required

“

The inability to delegate is one of the biggest problems I see with managers at all levels.

**Eli Broad**

### This workshop is for

Leaders, managers and anyone who needs to delegate certain tasks and authorities

### Key benefit for participants

Understand what and how to free up yourself and leverage others

## 10 Proactively Mentor

This workshop will provide participants with practical tools and strategies to provide seasoned wisdom, advice and guidance based on leadership experience and higher level organisational support.

### Overview

Mentoring can have a profound impact on both the organisation and the mentee when conducted effectively. It has the power to bond the mentee to the organisation and assist them with their won workplace aspirations.

### You will learn how to

- The difference between mentoring and coaching
- Use the benefits of mentoring to motivate
- Identify your current level of mentoring capability
- Apply a mentoring process
- Demonstrate effective mentoring skills
- Apply a mentoring discussion structure
- Identify the potential pitfalls of mentoring and use strategies to address

“

The fun thing about getting older is finding younger people to mentor.

**Mike May**

### This workshop is for

Leaders, managers and anyone who has the opportunity to mentor others

### Key benefit for participants

Apply a powerful mentoring process to create rapid results

## 11 Proactively Conduct Appraisals

This workshop will provide participants with practical tools and strategies to conduct an effective, systematic and periodic process that assesses an individual team member's job performance in relation to pre-established criteria.

### Overview

Many leaders and team members approach performance appraisals with trepidation. This needn't be the case if an effective and consistent process is applied.

### You will learn how to

- Identify what is involved in an appraisal
- Use the key principles of performance management
- Avoid performance appraisal mistakes
- Identify constructive vs destructive criticism
- Set goals
- Apply techniques for managing difficult situations

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We all need people who will give us feedback. That's how we improve.

**Bill Gates**

### This workshop is for

Leaders, managers and anyone who is tasked with conducting performance appraisals

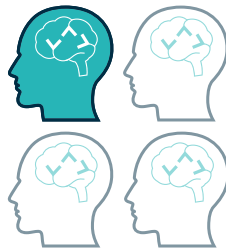
### Key benefit for participants

Look forward to meaningful appraisals that works for all stakeholders

## The facts are that only:



1 in 2 employees:  
Clearly know what is  
expected of them at work



1 in 4 employees:  
Strongly agree that their  
manager continually helps  
them clarify priorities



1 in 5 employees:  
Strongly agree that their  
performance is managed  
in a way that motivates them  
to do outstanding work



1 in 15 employees: receive feedback daily,  
19% a few times a week and 27% a few times a month<sup>1</sup>

Strongly agree that their  
pay and incentives motivate  
them to achieve their goals

Strongly agree that their  
performance metrics are  
within their span of control

<sup>1</sup>Re-engineering Performance Management Ben Wigart and Jim Harter evaluated from the Gallop data base, meta-analysis and 100's of interviews.

## About Accela

Accela is an Australian owned company, established in 2005, renowned for exceptional sales management and leadership training, coaching and consulting. Accela has assisted many Australian blue chip and international companies to realise their teams' full potential with a comprehensive range of development solutions. To complement their existing methodology, the Hub was created for clients to measure, report, manage and continuously drive faster, easier sales results.

Accela has over 30 accredited trainers and facilitators across Australia and New Zealand, and over 40 accredited local multi-lingual trainers across Singapore, Hong Kong, Shanghai, Tokyo, Bangkok London, Frankfurt, Milan and Paris.



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