# LEADERSHIP SUCCESS PROGRAM

## Team Leader Program Background

To reach new heights of excellence and social impact, UC Irvine must build on its strengths to make the university and medical center even better. It requires leaders to encourage bold, innovative thinking, allow for calculated failure and learn from mistakes in order to continually improve the organization and meet the demands of tomorrow. To achieve this, leaders at UC Irvine need to develop an agile, performance driven, engaged workforce.

Leaders have a profound impact on the culture of an organization, whether intentionally or unintentionally. While organizational culture can be shaped by formal programs and efforts, organizational culture largely is influenced through the daily interactions between leaders and employees. It is the norms, behaviors, and beliefs that are established over the years.

A leadership framework and development programs have been designed to help leaders enable the workforce and organizational culture that UC Irvine needs to reach its aspired heights. The framework establishes expectations for all leaders across UC IRVINE: establish vision and direction, engage employees, and deliver results. The development programs focus on building nine capabilities that leaders at their respective levels will need to live into these new expectations.

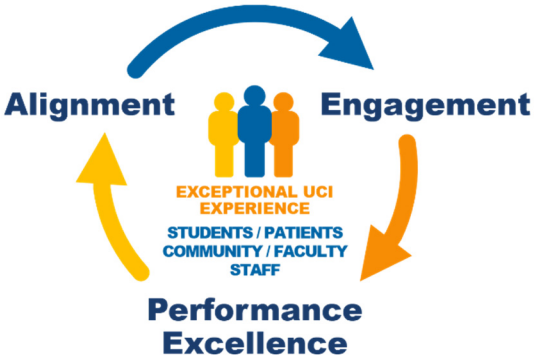


Figure 1 – Pathway to a high-performance culture

Figure 2 – Leadership Expectations & Behaviors

## Program Structure

The *Leadership Success Program for Team Leaders* is a nine-week experience for Supervisors, Managers, and Directors leading individuals or teams (Career Tracks Manager 1 and below with one or more direct report). It is made up of virtual classroom instruction and intersession practice with accountability partners.

Most weekly classroom sessions are 3.5 hours long and run participants through two complementary topics. Each session takes a day's worth of traditional training and compresses the learning to support a leader's busy schedule. The sessions are filled with practical tips, tools, and techniques to get participants thinking and behaving differently. Participants will be able to apply what they have learned immediately on the job and can continue to develop their skills through practice and dialogue with your accountability partners.

## Program Journey

Human Resources has established a content partnership with Mind Gym, a global provider of human capital and organizational improvement solutions, to provide business-tested instructional content for this program.

There are three main parts of the program, one for each leadership expectation. Each workout covers one or more of the underpinning capabilities that support each expectation.

## Part I: Establishing Alignment & Direction

### Week 1: Building Belief

One of the biggest challenges in organizational change is to inspire others to first understand that the change is needed and then to act on it. Creating a strong change narrative that addresses five core beliefs will help people to engage and support the change.

Once the basics of your change narrative are developed, you need to think about how you deliver it to your specific audience. Change leaders need to help them find opportunities to "sense make" through discussion.

By the end of this session, you will be able to:

- Craft your change message to build five core beliefs in your people and increase organizational-change readiness and commitment
- Deliver your change narrative and consider how to make it more impactful
- Explore how to help your people to make sense of the narrative, interpret it their own way, and create ongoing dialogue

### Week 2: Direct

Most of us will have been told that as a manager we need to 'set the direction' for our team. But what does this really mean? More often we're not in control of decisions that are made higher up, we're dealing with ambiguity and change on a daily basis, and we're under pressure to deliver, so it can be hard to see what we can direct and how we should do it.

This session provides a framework you can apply to any situation, no matter how murky. We work through the fundamentals you need to be clear about, and explore the judgment calls you need to make to ensure everyone is clear on where they're going and what's expected of them. This isn't easy, but mastering this art is worth the effort: it frees up your time, leaves you feeling confident that your team will focus on the right things in the right way when you're not there, and it empowers others to deliver and grow. Most importantly, you don't have to be directive to direct. You can do it in your own style, with a repertoire of directive behaviors that suit you.

By the end of this session you will be able to:

- Discover what providing great direction looks like and bust some common myths
- Work through the fundamentals that you need to be clear about and how you'll know if you're doing well, then honestly appraise the extent to which you cover these now
- Practice applying some core principles that will help you take your team with you

- Recognize whether you tend to swoop into the detail or keep your distance, and practice flexing your position appropriately
- Explore your style of directing and the choices you can make, testing out different approaches on a range of familiar scenarios
- Plan how to reinforce the direction you're heading in day-to-day rather than as one occasion

## Week 3: Delivering Change

Knowing where you want to get to is one thing. Getting there is quite another.

Often, the hardest part of change is letting go of the old way of doing things and embracing the new. When leading others through this journey, we can face some tricky reactions. This session will help you understand what lies at the heart of these responses and manage them effectively.

Whether you need to lead individuals though change at home or at work, this session will provide you with the techniques you need to ensure it runs smoothly.

By the end of this session you will be able to:

- See why some people embrace change while others resist it
- Manage the tricky reactions of those going through the transition period
- Confidently communicate a change that you need to implement

## Week 3: Different Perspectives

"I just never saw it like that."

Everyone sees problems differently, and sometimes it is only by taking on another perspective that we're able to find the right solution to a problem.

When we're faced with a challenge we need to solve, we make a number of assumptions. If we see things in a new way can we get out of this autopilot mode and find new insights.

This session explores the various techniques we can use to help us to see challenges differently. By switching our perspective we will be able to uncover new ideas as well as untapped opportunities.

By the end of this session you will be able to:

- Avoid the assumptions you usually make when trying to solve problems
- Use various techniques that will enable you to switch your perspective
- Identify plenty of creative and original ideas to take on any challenge

## Part II: Engaging Employees

### Week 4: Make It Matter

Your team show up to work every day. But are they really motivated? Do they feel they have a real purpose? What makes work matter to them?

Often we make the assumption that it's to do with traditional rewards, such as money. And that makes sense—it's necessary for everyday survival. But what happens when money alone doesn't work, or isn't an incentive you can offer?

In this session, we'll show you simple ways to increase motivation and performance in your team without spending a single penny.

By the end of this session you will be able to:

- Learn different approaches to making work matter to your team, and why it is so important
- Explore tactics to align your team members' work to their values, connect them to your organization's purpose, and build team spirit
- Unearth how to maximize progression and remove the obstacles that undermine it

### Week 4: Knowing Me, Knowing You

We become that which we love. How true is this? How drawn are we to things we like, to things we find similar? How scared are we of difference?

We find it easier to build relationships with people who have attributes or interests in common with us. Our preferences for similarity can lead to conflict when we encounter difference. However, the degree to which this is true for each of us differs.

In this workout you will undergo a journey where you discover how you identify yourself and others. Explore how you react to difference. Learn what treasures you could uncover with a different approach. And practice the tools to do this.

By the end of this session you will be able to:

- Discover your own identity and how it shapes your perception of the world around you
- Explore your thoughts, feelings and reactions to different sources of difference
- Consider how you can make people around you feel more psychologically safe

## Week 5: Goal Setting

Have you ever made a New Year's resolution? Did you stick to it? If your answer is no, you're not alone. In fact, 70% of resolutions are broken by February 1st.

Sticking to our own goals is hard enough. So where do we even start with setting goals for our team? It's about understanding the role we play in the goal-setting process. As managers, it's our core responsibility to help our team members craft goals that feel meaningful to them and set a clear direction forward. Using a simple structure, we can create goals that help support our team members to achieve great things.

In this workout we'll explore how to make goals sufficiently stretching, well balanced, and tailored to each team member so that we can drive overall performance.

By the end of this session you will be able to:

- Understand the difference between behavior and outcome-focused goals and when to use each
- Use a simple structure to set individual goals that are stretching and aligned with those of your organization
- Overcome the challenges involved in keeping goals alive throughout the year by refreshing and renewing goals effectively

## Week 5: Held to Account

You've set goals for your team, helped them map out how they'll achieve them, and you have a plan to check in regularly on progress. Is that it? Is this a recipe for success?

We all appreciate that there's more to inspiring great performance than just setting tasks and creating a road map. It's about helping team members develop a sense of ownership over their performance, so they feel accountable for achieving what's expected of them.

In this session, we'll help you understand what it takes to set your team up for success, and how to play your role in fostering accountability throughout the performance cycle.

By the end of this session you will be able to:

- Discover how to create the conditions for accountability in your team
- Plan how and when you'll pay attention to your team in order to keep up motivation and performance
- Learn tips for holding difficult conversations about accountability, for when things don't quite go to plan

## Week 6: Great Feedback

Sometimes, the feedback we give can end up sounding like a muffled speaker—vague, distorted, and hard to understand what's being said. But we can transform the obscurity into something great by making a few tweaks to the way it's positioned, structured, and where it's focused. This workout guides you through how to do just that by providing you with the fundamentals of feedback, how to structure the flow of your conversation, and ultimately create a climate where feedback is the norm.

By the end of this session, you will be able to:

- Incorporate the feedback fundamentals—being solutions focused, descriptive, and frequent—into the feedback you provide others
- Understand how to structure a feedback conversation—where to start, what to cover, and how to end
- Recognize what you can do in your role to help create a positive feedback climate, one where feedback is not only welcomed but asked for

## Week 6: Hearing What People Say

"What was that? Sorry, I was miles away."

We all think that we are good listeners, but would our colleagues, clients, family and friends agree?

Our minds are constantly evaluating and filtering information, and this makes effective listening a real challenge. Often when we think we are listening we are really only going through the motions. And what's worse, is this is more obvious to others than we think.

Listening is one of the most important yet under-rated communication skills. In this workout, you'll learn how to use your listening skills to halt arguments, raise people's opinions of you and persuade others around to your point of view.

By the end of this session you will be able to:

- Identify the many benefits of improving your listening skills
- Understand the different levels of listening and spot which one you most frequently use
- Employ techniques that will help you to focus your attention and listen more effectively

## Part III: Deliver Results

### Week 7: Performance Coaching

What is the sign of a great manager? A great team.

As a manager, you will probably not be short of stories. You have achieved success, overcome challenges, and even made some worthwhile mistakes. And by taking the time to share these experiences, you can coach your team to a level of performance you'd be proud of.

In this session, you will discover practical tools and techniques that will boost your skills as a coach. Explore different coaching ingredients and how you can adapt to help any individual reach their potential.

Don't miss out on the opportunity to nurture and develop your greatest asset.

By the end of this session you will be able to:

- Learn that coaching is about more than just following a model or framework
- Discover the key behaviors that make a performance coaching conversation have impact
- Practice using a range of techniques to apply what you've learned

### Week 7: Courageous Conversations

When was the last time you found yourself in the middle of a heated conversation and wondered how it all got so out of control? Temperatures are rising. You can't agree, and emotions seem to be taking the lead.

We've all been there. Courageous conversations happen in every part of life; from sharing unpopular business targets with our team, to breaking up with a partner, or confronting a troublesome teen.

We can't avoid them. But we can get better at preparing for them.

This session explores how honest conversations can help you achieve positive outcomes and keep your relationships intact, even in the trickiest of circumstances.

By the end of this session you will be able to:

- Recognize common blocks that get in the way of having courageous conversations.
- Prepare effectively for any difficult conversation you may face in the future.
- Keep your emotions in check during tricky conversations so you stay firmly in control
- Confidently handle the reactions of others to preserve a positive relationship with them

## Week 8: Conflict Handling

Every cloud has a silver lining. Likewise, every conflict offers an opportunity to grow our relationships and develop our understanding of challenging situations. But only if we know how.

The trick is to spot our usual responses to conflict and think about alternatives, so that we can flex our approach based on the situation and the people we're interacting with. All of which helps us make conflict work to our advantage (and everyone else's too).

By the end of this session you will be able to:

- Recognize your typical approach to conflict situations
- Dial up or dial down your approach to best suit the situation
- Manage the behaviors and reactions of others
- Plan a successful strategy to help you keep your cool in the heat of the moment

## Week 8: Collaborative Solutions

Most of us would say we collaborate regularly. Few of us go solo when making decisions - we ask others for their opinion, take these on board and call it collaboration. But at the end of the day, this is often just a case of "I ask you, we talk, but I decide in the end." And even when we do try to drive a genuinely collaborative decision, we often come up against dead ends. Ideas dry up, one or two people dominate the conversation, or the group meanders off on a tangent. Learn the art of involving, engaging and focusing people so you can help produce collaborative solutions out of apparent discord.

By the end of this session you will be able to:

- Identify where and when you can collaborate more, and overcome the potential barriers and challenges that might get in your way
- Use a range of practical tools to manage the content, process and dynamics of a collaborative discussion
- Spot flaws in group decision making and take action to manage these collaboration 'demons'

## Week 9: True Grit

This isn't the story of John Wayne or other movie cowboys. There's something greater than fiction that keeps real people moving towards the long-term goals they set for themselves. It's our ability to remain consistent in our efforts and interest as we pursue the things we want.

More simply, it's grit. And it's something that managers can help to build and develop in their teams. When it comes to personal success, it's a game-changer. Those who are high in grit are more likely to work harder and longer than their peers, and achieve better results. Doesn't that sound like something you want more of?

In this session we explore how we can use psychology to build grit in the team around us.

By the end of this session you will be able to:

- Discover how you, as a manager, can build your team's reserves of grit
- Explore ways to support your team when 'the going gets tough'
- Uncover a path back to high performance after your team experiences an occasional failure