

F.E.A.L.

The Five Essential Actions of a Leader



The **HAYES** Approach



Five Essential Actions of a Leader

Essential Function (Course)	Skill Area Addressed (e-learning module) 20-30 minutes per use.	Possible Level (Entry-Level Supervisor) (E) (Mid to Upper Level Manager) (M) (Executive) (EX)	Sample Topics in Module
Create a Vision	Peer to Manager	E/M	<ul style="list-style-type: none"> Assessing my current skill as a manager Learning my Leadership Style Examining the role of a manager and the transition from individual Contributor to Manager of People. Solutions to common problems first time manager's face. Building trust and credibility
Create a Vision	Write the Story.	All levels	<ul style="list-style-type: none"> Understand how my department/area fits into the overall organization. Seek or establish department level goals.
Create a Vision	Big Picture Thinking	E/M	<ul style="list-style-type: none"> What is 'strategic thinking' and how is it developed? Useful tools for identifying needs and developing strategies.
Create a Vision	Advanced Strategic Thinking	EX	<ul style="list-style-type: none"> How to take disparate data and industry information and analyze it to identify current and predict future trends.
Create a Vision	Project Planning	E	<ul style="list-style-type: none"> Identifying a need (project, company, organization, etc) Designing and creating a project plan. Creating and Following Project Budget (time and money)
Create a Vision	Advanced Project Planning	M/EX	<ul style="list-style-type: none"> Managing projects with complex stakeholder concerns. Facilitative leadership.

Communicate the Vision	Tell the Story.	All levels	<ul style="list-style-type: none"> • Communicate the vision and/or goal in a way that energizes the staff. • Use a variety of communication methods.
Communicate the Vision	Presentation Skills	All levels	<ul style="list-style-type: none"> • The fundamentals of a good presentation. • How to use visuals effectively. • Presentations with numbers and data. • Gaining participation.
Communicate the Vision	Goal Setting	All levels	<ul style="list-style-type: none"> • Aligning individual and department goals. • Creating measurable, motivating individual goals. • Involving people in their own development.
Communicate the Vision	Building Engagement	All levels	<ul style="list-style-type: none"> • Understanding different personality types • Common methods for building engagement
Provide Tools	Assessing needed job skills	E/M	<ul style="list-style-type: none"> • Basics of job design and understanding job “fit” • When and how to provide skill training.
Provide Tools	The manager as “coach”	All levels	<ul style="list-style-type: none"> • How do management and coaching compare and complement each other? • When is coaching the right approach?
Provide Tools	Managing Time	All levels	<ul style="list-style-type: none"> • Prioritizing. • Delegation. • Managing common time “thieves.”
Provide Tools	Building the right team (1)	All levels	<ul style="list-style-type: none"> • Creating a diverse team. • Hiring new members. • The importance of on-boarding. • Leveraging strengths.
Provide Tools	Building the team (2)	All levels	<ul style="list-style-type: none"> • Using a “devil’s advocate.” • Teamwork and positive communication. • Managing team conflict.

Remove Barriers	Resource Issues	E/M	<ul style="list-style-type: none"> • How to quantify resource issues (people, money, equipment). • Using a process flow to increase efficiency and resolve constraints.
Remove Barriers	Managing Conflict	All levels	<ul style="list-style-type: none"> • Understanding productive vs. unproductive conflict. • Identifying the precursors to unproductive conflict and diffusing triggers. • The roles of collaboration and compromise.
Remove Barriers	Communicating bad news	All levels	<ul style="list-style-type: none"> • Developing a communication plan (all-staff meetings, emails, focus groups, Q&A development, etc.) • Tips for the 'Communicator' • Balancing honesty and transparency with privacy and confidentiality.
Hold People Accountable	Using meetings effectively	All levels	<ul style="list-style-type: none"> • Meeting types and benefits. • Using Group Accountability.
Hold People Accountable	Rewards & Recognition	M/EX	<ul style="list-style-type: none"> • Which rewards really work? • Understanding individual motivation. • Developing effective recognition programs.
Hold People Accountable	Evaluating Individual Performance	All levels	<ul style="list-style-type: none"> • Providing Constructive Feedback • Establishing performance metrics • Recognizing Strengths
Hold People Accountable	Evaluating Project Performance	All levels	<ul style="list-style-type: none"> • Establishing project metrics • Creating a continuous improvement learning environment.