Talk like a leader
Act like a leader
Think like a leader
Be a leader

DELIBERATE CHANGES Solutions Guide
## CONTENTS

**Talk like a leader**  
Deliberate Dialogue® Training and coaching .......................................................................................... 3  
Public Presence and Public Speaking ..................................................................................................... 5  
Facilitation skills ....................................................................................................................................... 6  
Structured Writing ..................................................................................................................................... 7

**Act like a leader**  
Behavioral & EQ Coaching .................................................................................................................... 8  
Leadership Development Combined Coaching and Training ................................................................. 10  
Deliberate Changes®: How to change any behavior ............................................................................. 11  
Mindfulness & Attention Training .......................................................................................................... 11

**Think like a leader**  
Openness to Input & Feedback ............................................................................................................... 12  
Accelerating Leadership Wisdom ........................................................................................................... 13  
Generating Innovative thinking .............................................................................................................. 13

**Be a leader**  
1st 90 Days Coaching .............................................................................................................................. 14  
Deliberate Team Development ................................................................................................................. 15  
Deliberate Time Management Training &/or Coaching ......................................................................... 16  
Project Management for NON-Project Managers 1-day Workshop ...................................................... 17  
Supporting Leadership Development Programs .................................................................................... 18
How do you influence others in a way that gets the results you really want without damaging the relationship? Sometimes we try too hard to get what we want at the expense of relationships and sometimes we don’t try hard enough at the expense of the goal. How can you regularly hit that sweet spot between too much and too little assertiveness? Changing how you talk to people can affect the lives of all the people around you, or maybe just a few highly sensitive people, and the people around them for years to come. Superior interpersonal communication skills have been empirically shown to result in greater leadership effectiveness (Bambacas & Patrickson, 2008; Hunt & Baruch, 2003; Johnson & Bechler, 1998).

This workshop uses a methodology based on behavioral science to learn evidence-based strategies for preempting and resolving conflict, influencing others, negotiating, and promoting collaborative solutions in order to get the best result through deliberate dialogue.

**How You Will Benefit**

Gain the confidence and skill to influence others without stepping on emotional landmines or sacrificing your goals. Practice a simple three-step technique to deliver almost any message. Calm an irate client (or boss) without losing credibility. Improve the performance of your employees by delivering developmental feedback in a way that can actually be accepted and applied. Negotiate win/win strategies and be able to say no without unnecessary social cost. Learn how to apply these techniques to everyday communication in order to master positive influence. Improve team dynamics by teaching the whole team.

**What You Will Cover**

- Benchmark your current communication skills
- Practice how to start a conversation in a way that opens others to listening
- Learn how to read minds - understand what other people are thinking and feeling
- Practice ways of preempting and minimizing interpersonal conflict in the moment
- Understand how to balance your level of assertiveness
- Negotiate win/win solutions
- Learn the best ways to gain compliance
- Practice delivering negative feedback
- Learn how to say no
- Learn strategies for clarifying commitment
- Practice holding others accountable
- Obtain tools for helping you choose your battles
- Apply strategies to make your new learning stick
- Assess your post-training skills to see an immediate difference

**Who Should Attend**

This workshop is especially helpful for leaders who need to use their personal influence to get things done, who work in high-stress environments, or who work with sensitive people where interpersonal relationships are important.

**How it Works**

Deliberate Dialogue® combines the best practices in interpersonal communication skills training: principles combined with deliberate practice and coaching delivered and reinforced over time.
The Deliberate Dialogue® program is customized based on the following typical format:

1. One full-day **training** session with skills practice
2. **60-days of 5-minute reinforcement exercises** e-mailed to participants over the duration of the program
3. Three optional 60 to 90-minute **booster** sessions scheduled in two-week intervals after the initial training session. Includes group-coaching, reinforcement of original material, additional supplemental material.
4. Optional **individual coaching**
5. Optional **assessments**

**References**


This is a popular and effective course that prepares participants to speak effectively to a group and encourage interactive discussion. During this training you will learn how to speak with authority, energy, and connectedness. You will learn how to solicit valuable input and participation from your audience. Because you will be given individual coaching and video feedback, class sizes are small (6-10 people).

**WHAT YOU WILL COVER**

**Preparation**
Three qualities of effective speaking:
1. Credibility – looking and sounding as if you are confident and know what you’re talking about.
2. Concern – the impression that it matters to you
3. Connection – totally connected to your listener in a way they can relate to you

**Creating Presence**
1. Preparing to be calm
2. Use settling techniques
3. Connecting with others
4. Establishing Rapport
5. Making a statement

**Technical Fundamentals**
1. Dress and Appearance
2. Body Image, stance, posture, expression
3. Voice
   a) Breathing
   b) Articulation
   c) Effective pausing
   d) Projection
   e) Inflection
4. Presentation notes and slides
5. Handling resistance

**WHO SHOULD ATTEND**
This workshop is suitable for all levels of employees including executives and individual contributors.

**HOW DOES IT WORK?**
This one-day workshop is delivered in small groups of 1 to 10 people and includes video feedback and coaching.
FACILITATION SKILLS

How to use structured processes and questioning to facilitate group discussion.
Learn how to facilitate meetings in a way that solicits creativity, leverages diversity of thought, and encourages collaboration. Can be delivered as individual coaching, group coaching, or combined with presentation skills.

Preparation
  1. Needs Assessment
  2. Process design
  3. Tools and Techniques

Facilitating Engagement
  1. Types of Questions
  2. Answering Questions
  3. Asking questions
  4. Giving Feedback

Standard Processes
  1. Root cause analysis
  2. Issue resolution or Problem-solving
  3. Creativity & Innovation
  4. Decision-making
  5. Action-planning

WHO SHOULD ATTEND

This workshop is suitable for all levels of employees including executives and individual contributors.

HOW DOES IT WORK?

This one-day workshop is delivered in small groups of 1 to 10 people and includes individual feedback and coaching.
STRUCTURED WRITING

Business writing skills training and/or 1:1 coaching

This workshop focuses on combining clarity with influence to create compelling arguments. How to use logic in writing to turn complex thinking processes into simple structures for comprehension. Also includes basic writing concepts such as spelling, grammar, and punctuation, and an overview of the most common business documents such as proposals, reports, and agendas.

Workshop Goals:

By the end of this workshop, participants are expected to:

- Differentiate thinking structures from writing structures
- Be able to create top-down writing structures from bottom-up thinking
- Create compelling introductions that separate symptoms from causes
- Differentiate between inductive arguments and deductive ones
- Choose the best logical argument for the given purpose
- Gain better awareness of common spelling and grammar issues in business writing.
- Create the basic structure of agendas, email messages, business letters, business proposals, and business reports.
- Determine the most appropriate format to use for agendas, email messages, business letters, business proposals, and business reports.
- Explain techniques in writing agendas, email messages, business letters, business proposals, and business reports.
- Explain techniques in improving proofreading skills.

WHO SHOULD ATTEND

This workshop is suitable for all levels of employees including executives and individual contributors.

HOW DOES IT WORK?

This one-day workshop is delivered in small groups of 1 to 20 people and involves interaction and practice exercises.
ACT LIKE A LEADER

BEHAVIORAL & EQ COACHING

Sometimes even the most productive leaders are at risk of derailment due to behavioral habits that have a negative interpersonal impact. Perhaps there is a perceived need for control, perfectionism, or competitiveness and senior leaders worry about creating a positive culture that promotes motivation, inspiration, collaboration, and creativity. Perhaps there is vague feedback about communication styles, presence, or even abrasiveness. Deliberate Changes provides one-on-one, non-judgmental coaching to help leaders understand how to leverage their strengths to overcome their weaknesses and learn strategies that last even in the heat of the moment. We will also help our clients repair their reputations and get their careers back on track.

HOW YOU WILL BENEFIT

- Change the trajectory of your career
- Be recognized for your skills and appreciated for your leadership
- Influence others to get the results you really want
- Repair your reputation
- Build trust
- Get off of a PIP (Performance Improvement Plan)
- Get on a succession plan
- Apply lifelong insights to other contexts

WHAT YOU WILL LEARN

- SELF AWARENESS!
- Understand exactly what people are trying to tell you to improve
- See yourself clearly the way others see you
- Get a clear picture of the ideal target behaviors or competencies
- Understand the magnitude of the change required
- Identify how and when you succeed compared to when you don’t
- LEARN A BETTER APPROACH!
- Practice, bounce around ideas, get input and feedback in a safe environment
- Change your thinking, attitude, feelings, and/or behavior process – whatever works for you
- MAKE IT LAST!

WHO SHOULD PARTICIPATE

Smart, highly-valued leaders and executives who just need to polish their personal interaction style, interpersonal skills, or emotional intelligence in order to influence others and get better results.
HOW DOES IT WORK?

Behavioral one-on-one coaching is based on the principles of leadership, evidence-based coaching psychology, and the unique needs and characteristics of the individual. We do not make it up as we go. We customize our approach to the needs of the client. This means the assessments used (if any) will be selected or created according to the unique situation and individual. A typical outline of a one-on-one behavioral coaching program follows.

Week 1
Introduction and orientation. Creating relationship, understanding goals and expectations.

Week 2
Current state (input from others). Feedback from others is obtained through assessments and/or personal interview.
Debrief interview and assessment feedback.

Week 3 – 4
Planning – goal setting, commitments, clarifying desired behavior as required by the role, the context, and the strengths of the individual.
Self-motivation – recognizing cues and rewards from positive and negative behavior.
Action planning – creating processes for alternate behavior, practicing cue recognition & alternate behavior, plan for creating guardrails (external barriers to negative behavior)

Week 4 – 10
Regular coaching to monitor and adjust action plan, mitigate and recover from damage done, guided self-directed learning for supporting leadership behaviors.

Optional Activities
Custom designed skills training - drawn from a resource of over 80 leadership training modules and delivered in one-on-one informal interactive sessions of 4-5 hours each.
Shadow coaching – where the coach observes the leader in action in order to provide richer feedback and support.

Supporting activities
Email support as needed.
Learning resources - training manuals, cheat sheets, playbooks, templates, and other resources are provided as part of the service.
LEADERSHIP DEVELOPMENT COMBINED COACHING AND TRAINING

In this program, we share evidence-based leadership theory and research in one-on-one informal training or self-led learning and help clients apply that theory in the workplace through coaching. In Part 1, we cover Transformational and Situational Leadership within the Full-Range Leadership Model. In Part 2, we introduce other leadership competencies including project management, process improvement, and change management. This program is ideal for new or would-be leaders who don't know what they don't know. Below is a sample individual development plan. Actual plans will vary according to individual needs assessments.

<table>
<thead>
<tr>
<th>Activity</th>
<th>Activity</th>
<th>Approximate Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>Coaching</td>
<td>Week 1</td>
<td>Introduction, program overview, assessment logistics. 1</td>
</tr>
<tr>
<td>Assessments</td>
<td>Multi-factor Leadership Questionnaire and Administration</td>
<td>N/A</td>
</tr>
<tr>
<td>Admin</td>
<td>Customized training modules based on MLQ results and approved by client and/or Manager</td>
<td>1</td>
</tr>
<tr>
<td>Training</td>
<td>Week 2 or 3</td>
<td>Debrief client assessment feedback. Planning - goal setting, commitment contract, self-motivation, action planning. Deliver customized training (Part 1): Preparing for Leadership</td>
</tr>
<tr>
<td>Coaching</td>
<td>Week 3-4</td>
<td>Coaching session to support and reinforce learning and to ensure skills transfer to the job.</td>
</tr>
<tr>
<td>Training</td>
<td>Week 4 or 5</td>
<td>Preparing for Leadership (Part 2). Skill-building, process introduction, and training.</td>
</tr>
<tr>
<td>Coaching</td>
<td>Weeks 6-12</td>
<td>Coaching to develop action plan and identify resources for continuing development.</td>
</tr>
<tr>
<td>Coaching</td>
<td>Supporting activities</td>
<td>Regular coaching to monitor and adjust development plan and provide guided self-directed learning.</td>
</tr>
<tr>
<td>Admin</td>
<td>Email support as needed</td>
<td>No Charge</td>
</tr>
</tbody>
</table>
DELIBERATE CHANGES®: HOW TO CHANGE ANY BEHAVIOR

OVERVIEW

Why doesn’t leadership training stick? If you have been frustrated by the mismatch between your intentions and your actions, then this workshop is for you. It’s the “how” of mastering your own development and the pre-requisite skill to understanding how to influence change in others. Understand why people behave the way they do even when they don’t want to and then use the DC development strategy to influence change. Whether you want to change the way you communicate to others, the culture of your organization, or an operating process, this workshop will give you the skills to make those efforts successful.

What you will cover

- HOW TO CHANGE YOURSELF!
- Why change is hard and why we typically fail
- How to know what you can change and what to work around
- How the brain learns new behaviors and how some behaviors become habitual
- How to deliberately acquire desired behavior patterns while inhibiting undesired ones
- How to use external influences to keep new behavior on track
- HOW TO MAKE LEARNING STICK

Who should attend

Although this workshop is designed for leaders, everyone can benefit from learning how to change their own behaviors and how to change the behavior of others.

How it works

This is a two-hour workshop for individuals or groups that can be presented alone or in combination with another specific development solution. For example, this is excellent pre-work for the Openness to Feedback workshop, behavioral coaching, or Deliberate Dialogue series of workshops. Call for schedules and fees.

MINDFULNESS & ATTENTION TRAINING

Customized individual coaching on awareness and attention in order to master “the master competency” in leadership agility. The key to adult development of any kind, and leadership development in particular, is the ability to be present, deliberate, and conscious. Learn to be able to “reflect in the moment” so that you are not at the mercy of your unconscious beliefs, thoughts, emotions, or habits.
Think Like a Leader

Openness to Input & Feedback

Openness is one of the Big Five personality factors associated with effective leadership. Openness to input and feedback improves your coachability and paves the way to self-development. This is a combination of customized training and individual or group coaching. If you have heard Brene Brown tout the value of vulnerability but don’t know how to “show up and be seen”, then this program is for you. Openness is the fuel for accelerating your own development and the pre-requisite skill of emotional intelligence. Being truly and courageously open is what makes us human and therefore credible in the eyes of others. But how open should you be and when? How do you know if you are distorting or resisting feedback if it can happen at an unconscious level? These and other questions are the focus of this combination workshop and individual or group facilitation program.

How you will Benefit

Openness is one of the Big Five personality factors associated with effective leadership. Openness to input and feedback improves your coachability and paves the way to self-development. All processes are accelerated with effective feedback including self-development but we are seldom as proactive in obtaining and analyzing personal feedback as we are in other external systems. This attribute is generally associated with the most developmentally mature leaders – something obtained through the wisdom of time. You will benefit by accelerating your personal development through deliberately increasing your openness to input and feedback.

What you will cover

- Leadership and the feedback process
- HOW TO FIND YOUR BLIND SPOTS
- What derailing behaviors are and how to identify them
- HOW TO SOLICIT AND ACCEPT FEEDBACK
- How to decrease your sensitivity to input and feedback
- How to solicit and employ input and feedback to improve leadership skills
- HOW TO BE VULNERABLE… and survive

Who should participate

Although the workshop is designed for leaders, everyone can benefit from improving self-leadership skills.

How it Works

This is a combination of customized training and individual or group coaching. The program generally takes 10 to 12 hours and is best delivered over a period of several weeks but can be compressed if needed. Call for schedules and fees.
ACCELERATING LEADERSHIP WISDOM

Raise your level of thinking to the next level. A hallmark of adult development, maturity and wisdom is meta-cognition, the ability to think about your thinking as an objective observer. Learn and practice thinking processes that maximize effectiveness while raising your ability to notice your own thinking patterns. Currently, this is delivered via one-on-one coaching but stay tuned for workshops.

Topics addressed

- Strategic thinking
- Systems thinking
- Problem-solving
- Decision-making
- Innovative thinking
- Multiple perspective taking
- Generating Innovative thinking
- How to think more creatively

GENERATING INNOVATIVE THINKING

This is a one-day workshop with optional group coaching designed to increase creativity and innovative thinking. It also has the added benefit of increasing meta-cognition and accelerating wisdom as described above. Co-facilitated with Dr. Roberta Ness, author of Innovation Generation. Call for details.
BE A LEADER

1ST 90 DAYS COACHING

Your secret weapon and safety net

You want to make a great first impression, hit the ground running, and set your reputation for a fast-tracking, high-potential leader in your new position and you have less than 100 days to do it. Or maybe you just don’t want to mess it up. Your first 90 days is a coaching program designed to guide individuals through the process of transition in a way that maximizes success.

How You Will Benefit

Build your confidence and reduce time wasted building a plan from scratch or worse, making it up as you go. Obtain a detailed playbook with templates and supporting materials that we customize together for your needs as we go. Start early and polish your skills before you move and ace your interview with your 90-day plan already drafted. Learn how to repeat the process to refresh your reputation and renew your impact every quarter. Use your coach as your private sounding board, cheerleader, reference library, and campaign manager during one of the most important periods of your career.

What You Will Do

Create a 90-day action plan
Facilitate a New Manager Assimilation activity with others
Learn how to develop and leverage relationships
Ask the right questions of stakeholders
Assess the internal and external factors influencing success
Assess and build your team
Clarify expectations and set goals and priorities
Create your communication plan
Develop your message
Develop your personal brand
Create your own 90-day review
Build feedback systems

Who Should Participate

This workshop is suitable for professionals, leaders, and executives moving up in an existing company or starting in a new company.

How Does It Work

Coaching is based on the principles and processes of leadership, evidence-based research, and the unique needs and characteristics of the individual. A typical engagement involves strategically timed coaching combined with “as needed” calls and e-mail support over the period of 90-days. Playbook with templates, job-aids, and resources are complimentary. Call for a completely free 50-minute consultation.

How does it work?

Initially, coaching might occur more frequently and for longer sessions than in latter weeks. Typically, coach and client meet at least once a week for the first four to six weeks and every two weeks after that for the duration of the 90-day program.
DELIBERATE TEAM DEVELOPMENT

FORM, NORM, BRAINSTORM, AND PERFORM

Master four steps to developing cohesive teams. The Deliberate Development Workshop for Teams uses evidence-based strategies to accelerate the typical team-development process from forming to performing in as few as three weeks. Most teams evolve over time through a trial and error approach involving relational conflict (storming) that can impede performance. The Deliberate Development method of teambuilding promotes healthy task conflict without sacrificing social cohesion. This is done by deliberately developing a group with both task and relational considerations in mind. Activities are embedded that build social cohesion; team norms are explicitly derived; and conflict-preemptive strategies of brainstorming, decision-making, and feedback are practiced.

HOW YOU WILL BENEFIT

The Deliberate Development process can cut years out of the natural trial-and-error approach that many teams take to mature. This workshop is designed to increase trust, repair relationships, leverage diversity of thought, improve the quality of decisions, and ultimately improve team and individual performance.

WHAT YOU WILL COVER

- How to leverage the diverse knowledge, skills, and abilities of team members
- Which specific individual behaviors to change in order to improve collaboration
- How to preempt unhealthy relationship conflict
- A better brainstorming process for teams
- Ways to improve accountability and feedback among team members
- How to optimize team decision-making
- How to employ feedback processes to improve accountability on team projects
- How to measure and maintain team productivity and outcomes

WHO SHOULD ATTEND

This workshop is especially suitable for new teams or teams going through transition at any level of the organization.

HOW DOES IT WORK?

This two-day workshop is best delivered over three separate sessions of one day plus two half-days each a week apart. It is presented using both declarative and experiential learning.

“Until you make the unconscious conscious, it will direct your life and you will call it fate.”
― C.G. Jung
DELIBERATE TIME MANAGEMENT TRAINING &/OR COACHING

Besides reducing stress, effective time management skills can give you a significant career advantage. Losing productivity to poor time management means less time for self-development and work-life balance. This course is designed to go beyond theory and help participants adopt new habits of self-management and time-optimizing routines. Participants learn how to generate, prioritize, and schedule tasks using project management principles and effective time management processes.

Workshop Objectives

By the end of this workshop, participants should be able to:

- Identify the benefits of mastering time management skills
- Explain the key principles behind getting things done
- Prioritize their work effectively and efficiently
- Implement strategies for keeping up with tasks
- Be able to budget their time on their calendars
- Harness the power of routines
- Apply some techniques to overcome procrastination
- Utilize project management techniques
- Organize their workspace
- Plan ways to manage overall stress

Who should attend

This workshop is suitable for all levels of employees especially those in fast-paced environments.

How it works

Deliberate Time Management is a one-day course of approximately seven hours. The course includes optional follow up automated emails that help walk participants through setting up new routines one step at a time. The recommended group size is 5 to 15 people. Alternatively, content can be used as reference or support for individual coaching.
PROJECT MANAGEMENT FOR NON-PROJECT MANAGERS 1-DAY WORKSHOP

Course Description

Whether at home or at work, most people are either managing their own projects or are part of someone else’s project team at any given time. This workshop teaches participants how to plan the necessary steps to complete a project, execute that plan as effectively as possible, and then learn from that experience for the next time. Just by learning the language that certified Project Management Professionals use, participants can keep up and contribute more effectively. Participants learn from common examples and practice applying skills, tools, and techniques to their own projects so that when they leave the workshop, they have a usable project plan in hand.

Learning Objectives

By the end of this workshop, participants should be able to:

- Recognize the difference between projects and processes
- Practice strategies for breaking down work into manageable chunks
- Identify, plan, and schedule a comprehensive to-do list
- Reduce risk through contingency and risk planning
- Resolve issues using issue resolution processes and tools
- Track, measure, and adjust projects in progress
- Create communication plans to enable smooth implementations
- Analyze project experience as inputs to future project plans

Who should attend

This workshop is suitable for all levels of employees who are not necessarily Project Managers by profession but who do need to manage their own projects in addition to their regular job duties. This workshop is also beneficial to participants of the Deliberate Time Management program who have a lot of project work.

course outline

Plan
- Defining a project
- Creating a comprehensive task list
- Creating accurate estimates
- Optimizing resources
- Preparing for the unexpected

Execute
- Communication plans
- Resolving issues
- Staying on top of things
- Adjusting the plan
- Managing change

Evaluate
- Tying up loose ends
- Evaluating the project
- Leveraging experience
- Close and hand off

How does it work

This course works best for groups of 5 to 15 people. This course uses simple real-life examples to demonstrate concepts and then allows participants to practice applying new skills to their own projects while obtaining help from peers and the facilitator.
SUPPORTING LEADERSHIP DEVELOPMENT PROGRAMS

Being in charge
- Understanding the differences between managers, supervisors, and leaders
- Discovering what employees want in a boss
- Can leaders be friends with employees? Where to draw the line

Managing transitions (between organizational levels)
- Understanding the different competencies required at each level of management
- Letting go of old tasks, behaviors, and old ways of doing things
- Adapting to changing relationships

Power and Influence
- Types of power and influence
  *How to use your new power and influence effectively
- Leveraging relationships
- Choosing your battles
- Enhancing personal presence

Leadership
- Leadership traits and attributes
- Situational Leadership
- Servant Leadership
- Transformational Leadership
  *Adaptive leadership - treating employees unequally

Keeping the rules
- Knowing the company's policies and procedures
- Managing diversity
  *Basic employment laws

Results orientation
- How to create and model the vision, mission, and strategy
- Setting SMART goals
- Creating behavioral goals to support results goals
- Creating dashboards and measuring results

Decision-making
- Knowing when to rely on the wisdom of crowds
- How to encourage collaborative decision-making
- Facilitating healthy debate
- Understanding the time/quality trade-off
- Appreciating other's thinking styles

Problem Solving
- Using critical thinking skills
- Root cause analysis

Communication skills
- How to communicate so people will listen
  *Listening skills
- How to create motivating messages
- How to ask questions and facilitate dialogue
  *How to give and receive feedback
  *How to hold people accountable
- How to manage difficult people

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Interpersonal skills
   Communicating with respect
   How to generate trust
   How to build relationships
   How to collaborate through teamwork
Engaging employees
   How to engage and connect with employees
   Effective meeting management
   Balancing engagement with micro-management
Empowering others
   *How to delegate and empower others effectively
   How to direct without releasing accountability
   Situational leadership
Encouraging and motivating others
   Understanding individual motivations, values, interests, & preferences
   How to use intrinsic and extrinsic rewards effectively
   How to create “flow” as a motivator
Developing employees
   Establishing development goals
   Coaching and feedback
   Facilitating learning
Team Dynamics
   How to select team members
   How to build team trust and cohesiveness
   Creating team norms and charter
   How to facilitate team meetings
   How to leverage team strengths
   Rules of engagement
Change Management
   Why people stay the same
   How to change other’s behavior
   How to change systems & processes
Self-leadership
   Self-awareness & blind spots
   *How to solicit regular feedback
   Accountability and growth mindset
   How to increase openness to input and feedback
   Managing emotions & keeping your cool
   How to change habitual behavior

* Critical success factors related to the top 10 derailers of new supervisors according to the American Society of Training and Development