



PERSONIFY
LEADERSHIP™

PRE-WORK
ASSIGNMENT
FOR PARTICIPANT

PRE-WORK ASSIGNMENT FOR PARTICIPANTS IN PERSONIFY LEADERSHIP™



Introduction and Purpose

You are scheduled to attend Personify Leadership, a dynamic 2-day leadership program that will help you build the skills necessary to be a leader in your organization. The purpose of this pre-work assignment is to give you the opportunity to:

- Self-assess your strengths and development opportunities as a leader.
- Get your manager's assessment of your strengths and opportunities.
- Have a conversation with your manager about expectations for before, during, and after the training.

You have probably attended training programs in the past where you didn't take time to think about the training prior to attending, didn't know what to expect, and probably didn't implement any of the new skills or knowledge that you acquired during the training. This pre-work assignment will help set you on the right track to ensure that attending Personify Leadership has a lasting impact on your leadership skills and overall effectiveness.

Program Overview

Personify Leadership is an engaging two-day, high intensity development program derived from a body-focused model. During the two days, you:

- Won't sit long because our training is interactive and experiential.
- Will be exposed to ground breaking research in the field of leadership development.
- Will tackle real challenges leveraging new skills.

By participating in the Personify Leadership program, you will be exposed to eight core competencies for leadership effectiveness that will help you to:

- Deepen your understanding of what it takes to be a leader.
- Develop key skills and practical "how to's" for leading your workforce more effectively.
- Gain a greater appreciation for your own strengths and development areas.
- Experience a comprehensive and diverse approach to leadership.

There are eight core competencies covered in Personify Leadership:

- 1.** Heart of a leader: Be a leader whose intention is to look out for the best interest of others.
- 2.** Mind of a leader: Be a leader who is emotionally resilient.
- 3.** Voice of a leader: Be a leader who communicates a message that resonates with those who receive it.
- 4.** Ears of a leader: Be a leader who takes time to truly listen to others.
- 5.** Hands of a leader: Be a leader who provides direction and support.
- 6.** Feet of a leader: Be a leader who walks the talk.
- 7.** Spine of a leader: Be a leader who is courageous in tough times.
- 8.** Eyes of a leader: Be a leader who has a vision for the future.

PRE-TRAINING MEETING WITH YOUR MANAGER



We sent your manager some information about Personify Leadership as well as an outline for a 1:1 meeting with you prior to the training. The purpose of the meeting is to:

- Discuss your leadership strengths and development opportunities.
- Discuss what you hope to get out of attending Personify Leadership.
- Set the stage to provide ongoing support for implementing the skills learned in the program.

What to expect during the meeting with your manager:

1. You will have a general discussion about the upcoming training.
2. Your manager will have completed a Pre-Training Employee Evaluation that lists the same competencies that are on your Pre-Training Self-Evaluation. You and your manager will compare how you evaluated yourself on the competencies vs. how your manager rates you. You and your manager should agree on the 1-2 competencies that you are best at, and the 1-2 where you need the most development.
3. It is important to stay focused on the training for the 2 days and not worry about what is going on at the office. Be prepared to discuss coverage with your manager and any assistance that you might need to keep things running smoothly.
4. Be prepared to discuss a plan for continuing to follow up on your progress after the training.

Your Next Steps

Prior to meeting with your manager, you should:

- Review the Program Overview for Personify Leadership.
- Complete the Pre-Training Self-Evaluation.
- Prepare to discuss what you hope to get out of attending Personify Leadership.
- Arrange for coverage while you are away from the office.

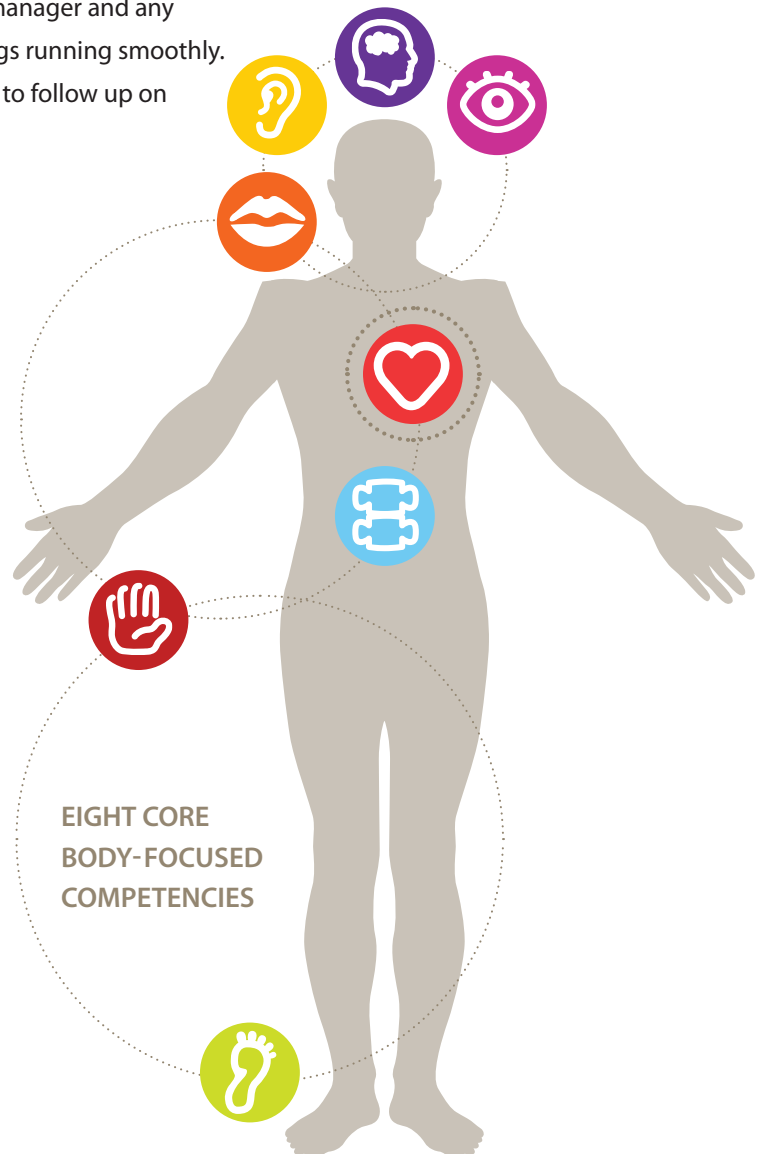
If your manager doesn't set up a pre-training meeting, be sure to ask for one!

If you have any questions about the program or this pre-work assignment, please contact your organization's Personify Leadership certified facilitator or Angela Sebaly.

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PRE-TRAINING EMPLOYEE EVALUATION











Each body-focused module includes skills, concepts, tools and theories related to that core competency. Below is a list of each of the body parts, along with 3 of the observable behaviors that fall under that competency. Considering your current level of competence, and place a check mark in the appropriate column:

- Strength – I already do this well and should continue to leverage this strength
- Proficient – This does not get in the way of my being successful, but is not yet a strength
- Develop – Developing this skill would improve my overall effectiveness

You will review this checklist with your manager. Be prepared to explain your evaluation with specific examples.

       	Strength	Proficient	Develop
Heart of a leader: Be a leader whose intention is to look out for the best interest of others.			
• I act in the best interest of my team and/or organization (not just in my own self-interest).			
• I establish mutually beneficial professional relationships through collaboration, cooperation and treating people with respect.			
• I build trust and respect with those that I lead.			
Mind: Be a leader who is emotionally resilient			
• I maintain composure and respond appropriately in situations where it would be easy to react emotionally.			
• I recognize when my own, or my team members', behavior is negatively affected by stress and take action to alleviate stress.			
• I focus on what is within my control and do not waste energy dwelling on what is outside of my control.			
Voice: Be a leader who communicates a message that resonates with others			
• I communicate clearly and directly so that the receiver understands my intended message.			
• My tone and body language are consistent with my intended message.			
• I adapt communication style based on the other person's communication preferences.			



       	Strength	Proficient	Develop
Ears: Be a leader who takes time to truly listen			
<ul style="list-style-type: none"> • When speaking with someone, I give the other person my full attention (e.g. don't multi-task, allow the other person to finish talking, avoid distractions, etc.). 			
<ul style="list-style-type: none"> • I ask clarifying and confirming questions to make sure I understand the message that was intended. 			
<ul style="list-style-type: none"> • I take time out of my schedule to listen to others, regardless of who the other person is and how his/her opinions may differ from my own. 			
Hands: Be a leader who provides direction and support			
<ul style="list-style-type: none"> • I delegate the right projects to the right people and provide the appropriate level of support and follow up. 			
<ul style="list-style-type: none"> • I have structured, regular meetings with my direct reports using what I know about their style to coach and develop them. 			
<ul style="list-style-type: none"> • I provide positive feedback and advocate the ideas and actions of others. 			
Feet: Be a leader who walks the talk			
<ul style="list-style-type: none"> • My words and actions are in alignment and demonstrate leadership (e.g. follow through on commitments, accept responsibility for actions, don't place blame, avoid gossip, etc.). 			
<ul style="list-style-type: none"> • I take the time to consider the other side of the story rather than being a victim. 			
<ul style="list-style-type: none"> • I hold team members accountable for their performance, and take action to address poor performance. 			
Spine: Be a leader who is courageous in tough times			
<ul style="list-style-type: none"> • I am courageous when faced with challenges and obstacles. 			
<ul style="list-style-type: none"> • I am willing to take a stand for what I think is right. 			
<ul style="list-style-type: none"> • I effectively conduct, and do not avoid, courageous conversations (e.g. addressing poor performance, giving difficult feedback, disagreeing with the group consensus, etc.). 			
Eyes: Be a leader who has a vision for the future			
<ul style="list-style-type: none"> • I have a vision and develop plans for the future. 			
<ul style="list-style-type: none"> • I set goals for myself and team, including developmental goals as well as organizational outcome related goals. 			
<ul style="list-style-type: none"> • I stay focused on those goals, and help my team stay focused. I do not spend energy on activities that do not support the goals. 			