

The Delfi Group
25 years



Le Groupe Delfi
25 années

“Helping Organizations and Their People
Become the Best they Can Be”

RESULTS-CENTRED LEADERSHIP PROGRAM



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Our RCL Program

General Information

This program developed by The Achievement Centre enables the organization and everyone in it to achieve great results. It builds upon inherent leadership potential in each person. The program will teach participants the benefits achieved by using win/win agreements, the power and effectiveness of regularly scheduled one-on-one coaching and encourage them to coach people to succeed rather than policing them for failure. Participants will notice changes in behaviours and attitudes that produce measurable results!

This program is based on practical experiences for today's environment and applies both personally and in the business world, providing the opportunity for a more balanced life. While Delfi delivers this program virtually in a one-on-one setting, RCL can also be facilitated to groups of leaders (or those aspiring to lead) within an organization. The program contains 12 modules focusing on professional, team and organizational development.

Benefits for Participants

You are a manager, newly appointed or experienced, who wants to adopt and enhance a Leadership style of mutual determination, support, accountability and coaching for success. As an RCL manager you will focus on getting desired results by ensuring that the needs of individuals within the organization are met, so that they, in turn, provide superb service to the customers, clients and partners (internal and external) of the organization.

Program Focus

The program focuses on three specific areas:

- Personal growth and development: the training recognizes that the place for a manager to start developing others is with themselves.
- Developing others: the manager learns skills to develop individuals to become effective team players, by instilling mutual determination and a coaching-for-success approach.
- Developing the organization: the manager understands and learns how to create and build team synergy, lead change, and produce results under the most stressful situations.

Program Outline

Each of 12 lessons include common elements such as:

- Review of participant achievements since the last lesson.
- Applying the concept for the current lesson (discussion of how to use the skill sets in the learner's leadership situation).
- Completion of future action sheets.
- Review and discussion of personal and leadership success plans.
- Review and work on win/win goals (goals that benefit the organization and the participant).
- Case studies.
- Setting specific goals until the next lesson.

Topic Covered

The 12 RCL lessons cover the following topics, under three inside-out headings, also illustrated in the flowchart below:

1. Introduction: Introduces the program and learning process; leadership self-assessment; personal self-assessment; personal success plan; sets up three to five long-term goals for the trainee to address during the program delivery.

Personal Growth and Development

2. Leadership: establishes the results focus; meeting the needs of the people you lead; self-image; "walking the talk"; trust; the leader's key roles; the leader as coach.
3. Goal-setting: converting activity to performance and productivity; focus on measurable expected results; benefits of goal setting; obstacles and opportunities; action plans; balance.
4. Personal Productivity: brings focus to top pay-off activities; analyzing your time; activity management versus time management; habits of weekly planning; estimating realistic time commitments; delegation; minimizing interruptions; leading effective meetings.

Developing Others

5. Motivation: analysis types, styles and results; beliefs and behaviour; constructive feedback that works; dealing with mistakes; developing job descriptions; understanding and addressing the needs of direct reports.
6. Coaching for Success: concept and purpose; how to conduct the one-on-one session; enhancing the employee-organization relationship; the coaching cascade; taking action.
7. Communication and Building Relationships: the value of good communication; empathic listening; asking questions; planning communication; handling misunderstandings; organization communication “imperatives”; creating/keeping healthy business relationships.
8. Dealing with Performance Issues: perception of conflict versus opportunity to grow; depersonalizing the “problem”; ground rules; dealing with minor and major issues; defining expectations.

Developing the Organization

9. Team Building and Synergy: the empowered individual; the leader’s role in leading teams from forming to performing; groups versus teams; team success factors; synergy.
10. Managing Stress: the leader’s role: converting negative, demotivating stress to positive, and motivating; causes and responses; taking the stress out of Performance Reviews.
11. Leading Change: the leader’s role; building support and minimizing resistance; the impact on organization culture; how to lead change and maintain the results focus.
12. Enhancing Future Results: program review: key concepts, best ideas, successes to date; how to maintain and enhance implementation; goals: personal and organizational, the long term; planning and follow-up to maintain momentum.

Delivery

Results-Centred Leadership is a spaced-learning program that effectively closes the “knowing – doing gap” because between lessons, participants get to actually apply the knowledge and skills they are learning. It can be delivered in group sessions (more information upon request), or one-with-one using electronic media to gain the flexibility of distance learning. The one-with-one distance format sessions are one hour in length (Session 1 is 2 hours).

Distance Education Option: One-with-one Delivery

The Distance Education delivery option was initially developed to accommodate organizations where coached learning is emphasized, where only a few people require the training, and/or where operations are distributed over a wide geography, and group-training costs in air fares, accommodation, and travel time (for participants and facilitator) are prohibitive. In the era of COVID-19, this is the only option. It is typically delivered in a one-with-one format.

1. Format:

At Lesson 1, the participant and the facilitator meet for 2 hours, to launch the program and initiate a consultation to define the participant's "Win – Win Goals" that includes five work-related priorities that the participant will focus on throughout the program.

All subsequent sessions take place by Zoom (or telephone), in one-hour, one-with-one sessions. The virtual meetings are held at a pre-arranged time, typically bi-weekly. Emails are used to share agendas, goal agreements signed-off by managers, and other required program documents.

2. Benefits:

The RCL Distance Education Option provides all the benefits of spaced learning, giving the learner 2 weeks (at least) between each lesson to apply the learning. It also provides the following benefits:

- The multi-media format (audio lessons, plus transcript and full availability online) addresses different learning styles.
- The one-with-one coaching value (all 12 sessions, plus 2 follow-ups) enhances personalized learning application and accountability.
- Application of materials bears directly on participant's needs, concerns, and issues.
- Eliminates the downside of group sessions, allows the participant to learn with the full concentration of their personalized coach, applying lessons to the learner's situation.
- Two 1-hour one-with-one follow-up contacts after program completion enhance learning.
- Distance format eliminates travel costs and optimizes use of participant time (they prepare and call from their desk, conference room, or location of their choice).

- Facilitator effectiveness: no travel time translates into cost-savings for the customer, and maximizes facilitator preparation and session follow-up time, personalized for each participant.
- Flexibility: sessions that conflict with other priorities is simply rescheduled.

Investment

Competitively priced at \$3,900, the program includes materials covering 12 modules, an Everything DiSC assessment (to determine the learner's interpersonal style), 13 hours of coaching and two one-hour follow-ups with a certified facilitator. The program can also be purchased by module, when learners have specific leadership skills they wish to develop. Whenever possible, the Delfi team recommends using one of the 360 assessment tools we offer. This enables participants to plan their development based on feedback from their manager, colleagues, and subordinates. Please contact one of our consultants for more information on this topic or on the Results-Centred Leadership program.

Visit our web page (www.thedelfigroup.com) to register.