



ZENGER | FOLKMAN



# EXTRAORDINARY LEADERSHIP FOR A NEW ERA

## MICROLEARNING TOPICS



Zenger Folkman provides microlearning experiences to allow organizations and their leaders to develop key behaviors demonstrated by highly effective leaders. The experiences offered by Zenger Folkman leverage the same research, leadership framework, and strengths-based development methodology as The Extraordinary Leader development experience. They focus on leadership capabilities that are critical—as the way we work is constantly being redefined. Experiences may be customized to the audience and include a planning conversation with the facilitator.

**Duration:** 1.5 to 2 hours.

**Included:** Self-assessment, feedback report, and development guide

**Delivery:** by Zenger Folkman facilitators.

**Facilitation:** Certification available

## THE 19 COMPETENCY COLLECTION

### BECOME A POWERFUL COMMUNICATOR

According to our research, the one skill that has the most impact on leading effectively during times of change or challenge is the ability to communicate powerfully.

Most leaders are good at keeping those they lead informed. But there is an enormous difference between leaders who simply inform others and those who communicate powerfully. Leaders take a self-assessment to help them understand their natural inclinations when it comes to communicating with others. They learn the five behaviors that will significantly improve their ability to communicate with impact and receive a development tool to help them create an action plan to communicate powerfully now.

### BUILDING RELATIONSHIPS

We spend a third to half of our waking hours each week at our job. The workplace, whether at home or in an office, is a critical place for developing meaningful connections. Our data shows that leaders who excel in specific areas can develop more positive relationships and, in turn, significantly improve employee engagement, retention, and discretionary effort.

Leaders assess their strengths and approach to connecting with others. They discover what exceptional relationship-builders do. And they create a development plan selecting from a precise set of strength-building behaviors that are proven to improve relationships.



## BUILD YOUR LEADERSHIP AGILITY

Rapid change often exposes the vulnerabilities of leaders and organizations that lack agility. Agile leaders can thrive even in quickly shifting and unpredictable circumstances. Learning agility is the key competency that separates those who are successful from those who are still struggling to adapt.

Participants learn new ways to navigate a changing environment and the four skills to successfully advance one's ability to respond to change. They also discover new ways to navigate a changing environment.



## COLLABORATIVE LEADERSHIP

Every CEO we work with wishes that there was more collaboration in their organization. At the same time, many of their managers complain that they are overwhelmed with poorly planned meetings, ineffective group events, and a never-ending stream of emails asking for information and assistance. Instead of synergy, these organizations get dysfunction.

Zenger Folkman measures each participant's tendency to act independently or interdependently and offers four companion behaviors that enable leaders to work more collaboratively. Each participant creates a personal development plan for improvement.



## DEVELOPING OTHERS

For organizations to be successful, leaders must have the skills to help people reach their full potential. Today's employees want opportunities for growth earlier in their careers.

Participants discover the five researched behaviors that empower leaders to develop others. They are presented with three data-driven approaches for developing others and take a self-assessment to discover which of the three approaches is a good fit for their development style. Then, using our unique guide, they create an action plan focused on developing one of the five crucial behaviors.



## INNOVATIVE LEADERSHIP

New processes, ideas, methods, and approaches are critical to the continuing success of any organization. Organizations need innovative leaders who recognize the importance of fostering a culture from which innovation emerges. Indeed, peak levels of innovation are dependent on the quality of leadership in an organization.

Leaders complete a self-assessment that identifies their preferences and effectiveness at innovation. They learn the five strength-building behaviors for innovation, receive a development guide, and create an action plan for targeted growth in these areas.



## INSPIRING HIGH PERFORMANCE

In our current environment, leaders may find themselves pushing others to achieve the results necessary for the organization's success. However, the research is clear. The ability for leaders to pull others towards the goal is the supreme leadership capability.

Inspiring and motivating others is the best leading predictor of employee commitment and satisfaction during times of tranquility or crisis. Yet, it is the behavior that leaders struggle with most.

Leaders take a self-assessment to understand their natural inclination for pushing or pulling others. They learn the six behaviors that highly inspirational leaders use to motivate others. Using a research-based development tool, they create a personally relevant plan to improve their ability to inspire those they lead.



## LEADERSHIP ESSENTIALS: HIGH INTEGRITY AND HONESTY

High integrity and honesty are essential to effective leadership. In fact, it is one of the highest-ranked leadership competencies, and for leaders, the bar is set very high.

Demonstrating integrity and honesty is about more than telling the truth. It includes behaving consistently and having the confidence to engage honestly with others. In this session, we explore the specific behaviors that demonstrate honesty and integrity.



## LEADING CHANGE

Most organizations face the choice of "change or die." The fact is that seven of every ten companies have experienced significant shifts—such as serious downsizing, explosive growth, or a merger—in the last two years. Leaders are responsible for leading change initiatives but often lack the formal preparation or skills to facilitate change in their organization.

In this session, participants discover how to overcome inertia using the strength-building behaviors that empower them to be effective champions of change in their leadership roles. They receive a development guide and make an action plan for focused improvement.



## RESULTS-DRIVEN LEADERSHIP

What drives a leader's productivity and ability to achieve exceptional results? Research from over 100,000 managers revealed that this skill was at the top of the list of critical competencies for direct reports, and the behaviors directly correlated with effectively getting things done. These behaviors allow leaders to increase their focus, clarify priorities, and ignite their initiative.

In our assessment, participants analyze their preferences for balancing relationship building and achieving results. Next, they discover our research that identifies the six strength-building behaviors that empower leaders to successfully drive for results. Finally, they receive specific insights to create a development plan to facilitate growth in this area.



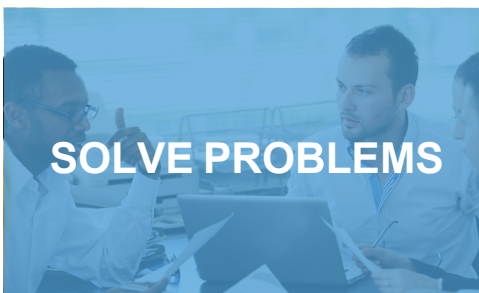
Organizations want bold leaders who willingly take risks, but of course, they are counting on them not to fail. Taking big risks can lead to great rewards, so it pays to develop the skills that strengthen the success and stability of the risks you take.

Leaders complete a self-assessment to understand their willingness to assume risk. They discover the strength-building behaviors that build the confidence and skills to improve risk-taking. And they create a development plan for targeted growth in these crucial behaviors.



Evidence shows that employees are more highly engaged and satisfied when they are working on challenging assignments. Despite that, some leaders seek to protect their employees from difficult projects. Other leaders challenge employees to do more and tackle lofty stretch goals. Can leaders create too many stretch assignments? Does it matter if the goal is set by the group, rather than by the leader alone? Setting goals can be as challenging as meeting them.

Participants learn the advantages and complexities of seeking high development targets. They analyze the barriers organizations and managers experience and discover the four skills research shows helps leaders to successfully establish stretch goals. They leave with a focused development plan for improvement.



What do great problem solvers do differently? This complex skill is almost always ranked by leaders as one of the top four most important leadership skills. With focus in the right areas, this is a skill that can be developed.

Participants examine the skills associated with problem-solving and learn the steps to ferret out problems and analyze issues. The optimum steps in the solution process are revealed and a process for creating a development plan is introduced.



Strategic thinking is an essential component of leadership—and one of the most difficult competencies to acquire.

Participants are shown compelling data that shows strategic thinking as a critical competency for long-term career advancement. They are also asked to consider why strategic thinking is critical for their functional role today. They receive personal insights on how they currently approach their work and are given specific, data-supported ways to develop this skill. Participants leave the session with a individualized plan focused on improving this key leadership competency.





## STRENGTHENING YOUR EXTERNAL FOCUS

Studies of the past decade show customer satisfaction has dropped dramatically while demands have increased. Balancing the growing requirement for external focus while managing internal organizational needs is challenging. So, how can leaders sustainably improve their connection to customers and create an experience that inspires loyalty?

Leaders assess their ability to connect with customers' needs and competition in the outside world. They discover the five strengths that empower leaders to meet customer demands and maintain loyalty. And create a development plan to balance their internal and external focus effectively.



## TAKING THE INITIATIVE

Initiative is the force that pushes you to persist in the face of inertia and difficulty and see your project or idea through to a successful conclusion. It's the spark that great leaders know how to ignite in themselves and others. It spurs productivity and drives results. Every team and organization benefits from leaders who know how to inspire initiative.

Participants assess their personal initiative barriers and growth opportunities. They learn about the research we've gathered on expanding initiative. Finally, they put together a plan for utilizing six strength-building behaviors to develop initiative.



## THE ART OF MAKING DECISIONS

Your decisions are the building or stumbling blocks of your career. Because of this, many people tend to avoid making difficult decisions. Our research shows that there's a powerful correlation between decision-making and the ratings of overall leadership effectiveness.

Participants assess their strengths and approach to making decisions. They are shown research on how their decision-making process impacts their direct reports. Participants receive a development guide and create an action plan based on the strength-building behaviors proven to help leaders make decisions more effectively.



## TRANSFORMING EXPERTISE INTO EXTRAORDINARY LEADERSHIP

As individuals move up the chain of leadership, they cannot leave behind the technical skills that got them there. Indeed, a leader's ability to retain expertise fosters greater trust, speed, and good judgment. But how can leaders leverage their technical expertise to help them become Extraordinary Leaders?

This session explores how to leverage expertise in leadership roles, identify behaviors that will build strength in demonstrating professional acumen, and helps leaders understand the importance of demonstrating technical expertise throughout their careers.



If you asked 100 leaders if they possessed racial, age, gender, or other bias, how many would answer yes? Zenger Folkman's research shows that 25% of leaders are completely unaware of their blind spots.

Participants learn the five critical skills that do the most to help leaders improve their ability to convey that they value diversity and seek to genuinely include others. They are given specific insights to create a development plan to facilitate improvement.

## TRENDING TOPICS COLLECTION



During times of change or challenge, leaders who are highly resilient not only survive, but thrive amidst a constantly shifting landscape.

Participants receive personal insights on how they currently approach their work and are given specific, data-supported ways to develop this skill. They leave the session with a individualized plan focused on improving leadership resilience.



In today's complex environment, leaders must boldly step forward with a willingness to take on new goals, challenge standard approaches, and push boundaries. Zenger Folkman's research identifies the balance of behaviors that highly effective bold leaders use to influence others.

Leaders apply a simple, practical approach to improve their ability to influence others and determine specific steps in order to lead boldly in a complex and dynamic environment.



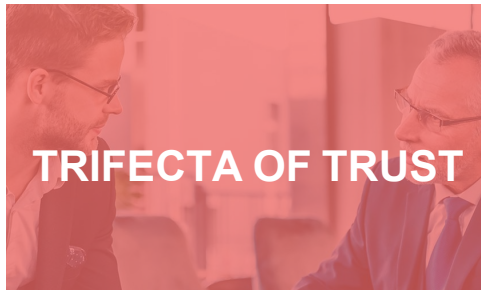
During a time that is rife with shortages, the most critical shortage of all has emerged: human energy. After years of turbulent work environments, burnout is high, and well-being is essential. Organizations don't just need productive employees; they need them to thrive.

This session explores the research behind the causes of "quiet quitting" and helps leaders understand the leadership behaviors that can motivate and energize the individuals they manage.



As work environments change, leadership speed is a required skill for today's highly effective leaders. Research shows that a leader's abilities to execute fast and execute right dramatically improve an organization's results.

Participating leaders learn key behaviors that will help them navigate the demand for greater agility, innovation, and pace. They will identify their personal preferences across three spectrums directly correlated to leadership speed and create a development plan to help them increase their ability to lead with speed.



In times of heightened stress and uncertainty, people need to be able to trust their leaders more than ever.

However, understanding how to earn or establish trust perplexes many leaders. Zenger Folkman's research reveals three leadership behaviors that form the foundation of trust. Leveraging the results from their self-assessment, participants learn how they can increase trust for themselves and their teams and utilize development tools to create a plan to raise the level of trust they establish with others.



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