Leadership Development

LEADERSHIP ACADEMY
ALIGNMENT
COMMUNICATION
ENGAGEMENT
FOUNDATION

SERVICE DELIVERY

Managers & Individual Contributors

Classwork eBook

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Leadership Development

Introduction

LEADERSHIP ACADEMY

ALIGNMENT COMMUNICATION ENGAGEMENT

FOUNDATION
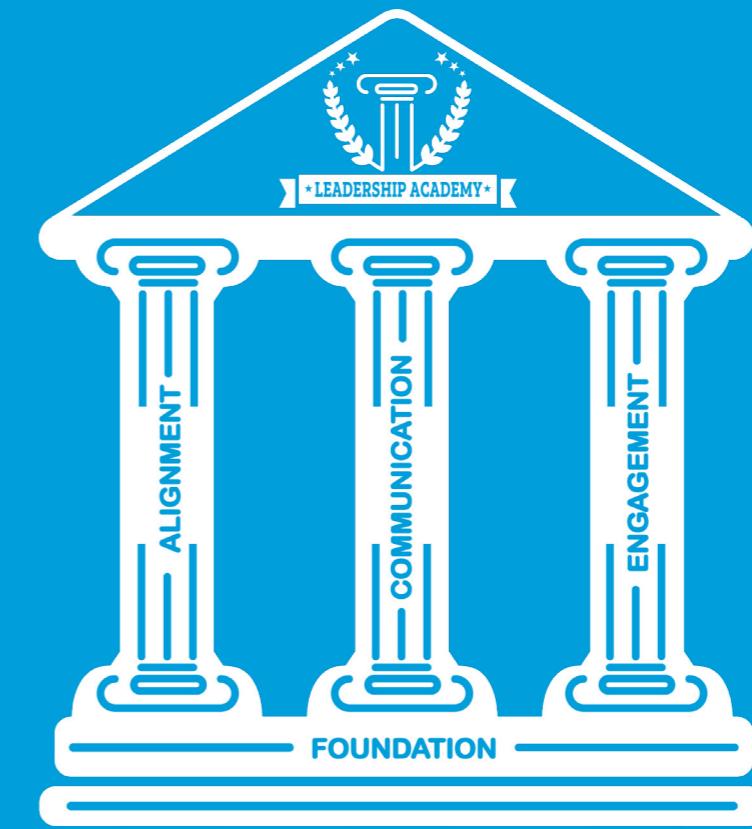
SERVICE DELIVERY Managers & Individual Contributors

Course Goal

FOUNDATION

Mid-Month Check-In

Strategic Alignment

DATA DRIVEN DECISION MAKING

Communication & Engagement

Monthly Goal Setting

Plan For Success
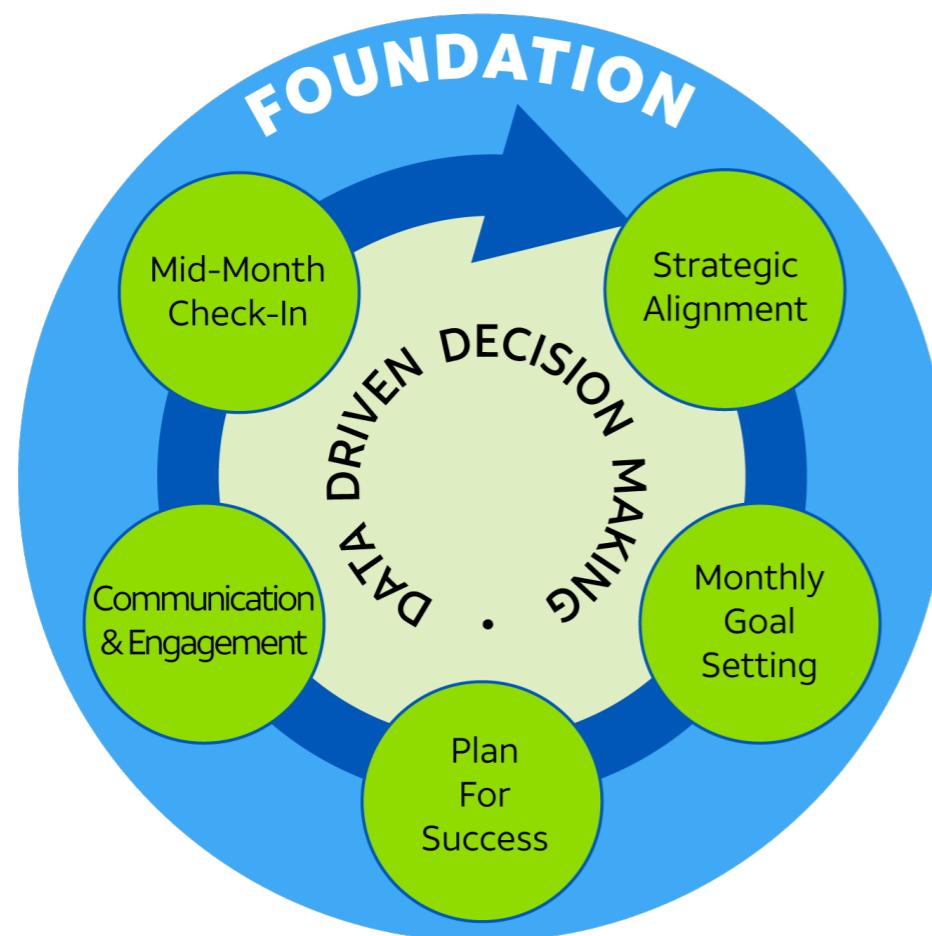
Leadership Academy is a **unified management coaching system** for Customer Service & Operations.

Leadership Academy integrates the **best elements of all coaching models** to equip our leaders with a **consistent approach** to coaching and development that impacts:

- eNPS
- Key Performance Metrics
- Customer Experience

Agenda

Leadership Academy	
Pre-Work	**Class Agenda**
• Introduction	• Introduction
• How We Connect	• Coaching Loop/DIRECT Feedback Model
• Navigating Change	• Data-Driven Decision Making
• DOPE Bird Styles	• Strategic Alignment meeting
• Radical Candor	• Monthly Goal Setting
• Challenging with Candor	• Team Huddles
• Know Your People	• Leader Huddles
• Time Management	• Skill Transfer
• Coaching Loop & DIRECT Feedback Model	• Performance Acceleration
• Data-driven Decision Making	• Accountability Conversations
• Issue Identification	• Plan for Success through Time Management
• Performance Acceleration	• Conclusion

Foundation   **Alignment**   **Communication**   **Engagement**

Welcome Activity

List the key learnings you had from your pre-work on each of the topics below.

Strategic Benefits of Leadership Academy	The Foundation & Pillar	Making it Stick - Substainment & Reinforcement

Roles and Responsibilities

Training

Managers and Individual Contributors complete Leadership Academy to gain **knowledge** & **practice skills**.

Reinforcement

360

Managers and Individual Contributors provide on the job coaching and development to help team members **apply processes & skills.**

Deliver

All team members work together to use knowledge and skills to **deliver exceptional customer service.**

Sustainment

Managers and Individual Contributors help sustain team performance by **collaborating and supporting each other.**

Notes:

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Learner Expectations

Before Class

You are expected to **study** and **complete** the **pre-work** content prior to attending class.

This will maximize your learning by allowing you more time for hands-on applications, skill building, and practices.

During Class

Be open to new ideas.

Share insights on successes and opportunities.

Participate in all activities.

After Class

Once back on the job, you will be asked to **consistently deliver** on **Leadership Development elements** outlined in the **Foundation** modules and execute on the components described in the **Alignment**, **Communications**, and **Tactics pillars**.

What are your expectations for this course?

Activity: Pre-Work Teachbacks

Candor

What were your key learnings?

How does the learning impact performance?

What can you apply in your day-to-day operations?

Bird Styles

What were your key learnings?

How does the learning impact performance?

What can you apply in your day-to-day operations?

Time Management

What were your key learnings?

How does the learning impact performance?

What can you apply in your day-to-day operations?

Change Leaders

What were your key learnings?

How does the learning impact performance?

What can you apply in your day-to-day operations?

Debrief: Time Management

1 Have a vision and set goals → Does your Plan for Success (coaching calendar) align with your Monthly Goal Setting Plan?

2 Prioritize → Have you prioritized the right employees, behaviors, metrics, and tactics?

3 Plan what you can → Are you calendaring key coaching activities, administrative time, and self-development time?

4 Use closed lists → Are you completing all of the tasks you have scheduled?

5 Focus on a single task → Do you use the artful no? What gets in the way?

Notes:

Activity: What are your Expectations?

On Your Own

- Based on your pre-work, and what we have discussed, write down a key expectation you have for Leadership Development and post it to the Leadership Develpoment tSpace site with the hash tag #LDExpectatons.

- Be prepared to share your expectations with the class.

You have 5 minutes to draft and post your responses.

#LDEXPECATIONS

Click Here

tSpace

★ LEADERSHIP ACADEMY ★

Foundation Take-aways

## In-class activity

*Use this space to make note of take-aways and things you want to remember.*

Introduction
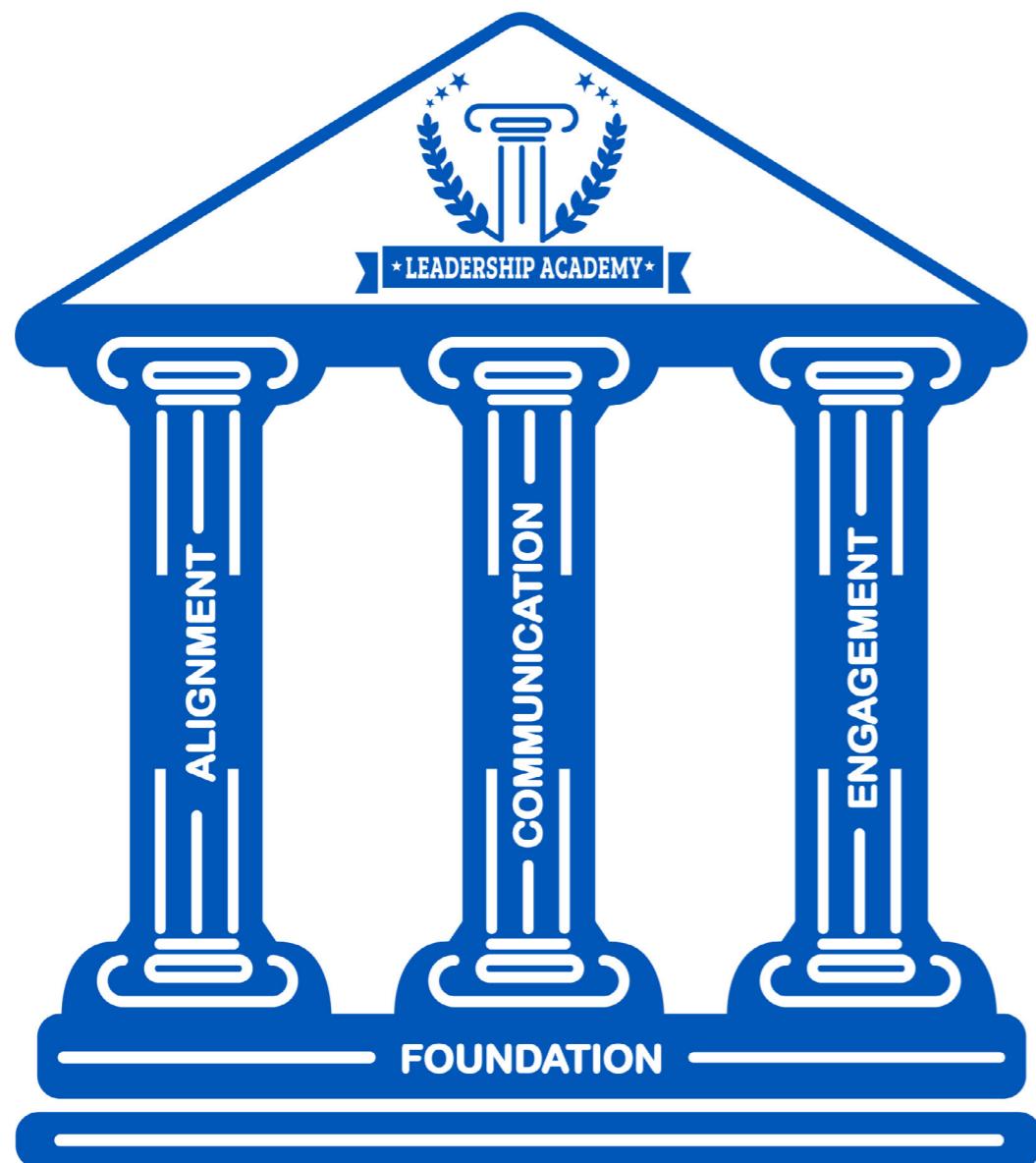
Leadership Development

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Coaching Loop
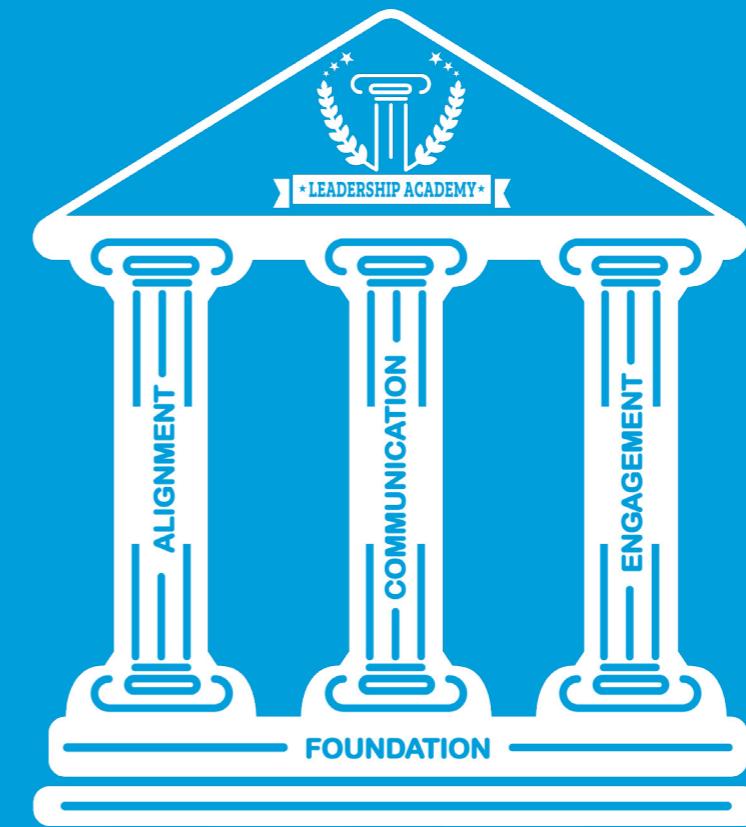
SERVICE DELIVERY Managers & Individual Contributors

Coaching during COVID: Uncovering Challenges

What challenges have you struggled through?

What challenges have your employees expressed frustration with?

Coaching during COVID: Best Practices

Today's New Normal

COVID-19 RESOURCES

NEW NORMAL

▶ Click here to access the
LD Resource Portal.

Scenario 2: Team Trouble

Brian worked hard to establish a strong, positive working relationship with his team. However, he's seen a decline in teamwork, connections, and an overall positive attitude since his team started working remotely. Where can Brian go to find training to work towards building a strong team connection again? Make a list of training suggestions for Brian.

What information did you find for Brian?

Scenario 1: Double Duty

Nicole has several employees who are struggling to manage their workload while supporting their young children with virtual learning. What resources or tips can she use to support her team's success?

What information did you find for Nicole?
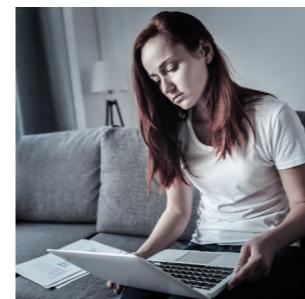
Scenario 3: COVID Concerns

Dianna recently started to develop flu-like symptoms. She is working remotely, but she isn't sure how to approach taking time off work. In addition, she needs support finding a testing facility. What AT&T resources can Dianna use for support?

What information did you find for Dianna?

Activity: LA Commitments

- Complete the #LDCommitments on this page.
- Record your commitments and then post them to tSpace with the hashtag #LDCommitments.
- Be prepared to share your responses with your classmates.

You have 10 minutes to document your action steps and 2 minutes to post them to tSpace.

I will...

... to engage our people.

I will...

... to align with our people, peers, and leaders.

I will...

... to enable the ability and confidence of our people.

I will...

... to influence the way people feel about my company.

I will...

... to make decisions and prepare.

I will...

... to deliver results.

#LDCommitments

Click Here

tSpace

> **The quality of an individuals' life is in direct proportion to her or his commitment to excellence.**

Vince Lombardi
Professional Coach