

# Leadership Development

SERVICE  
DELIVERY

Managers &  
Individual Contributors

Classwork eBook

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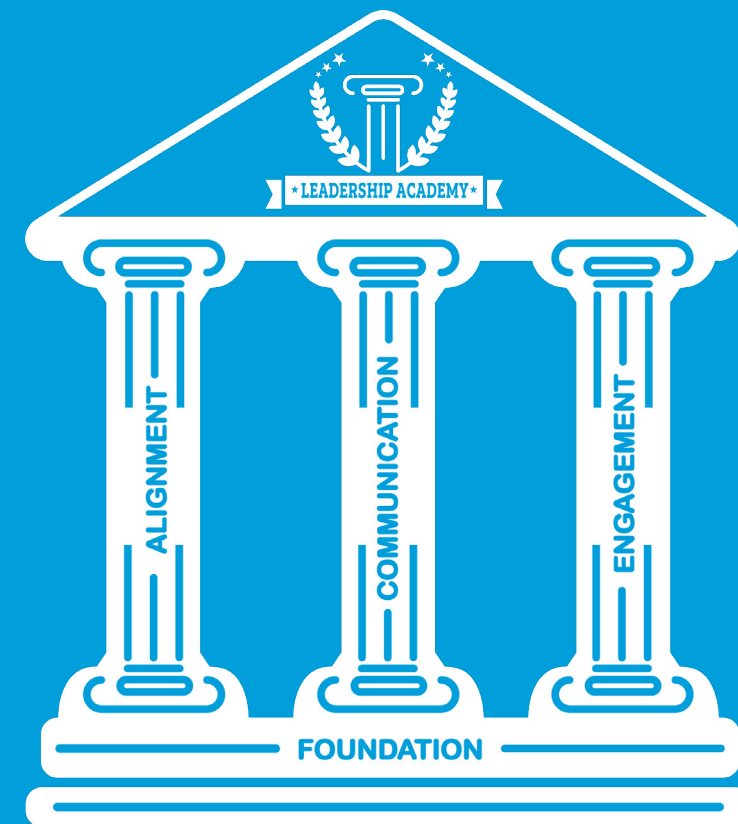
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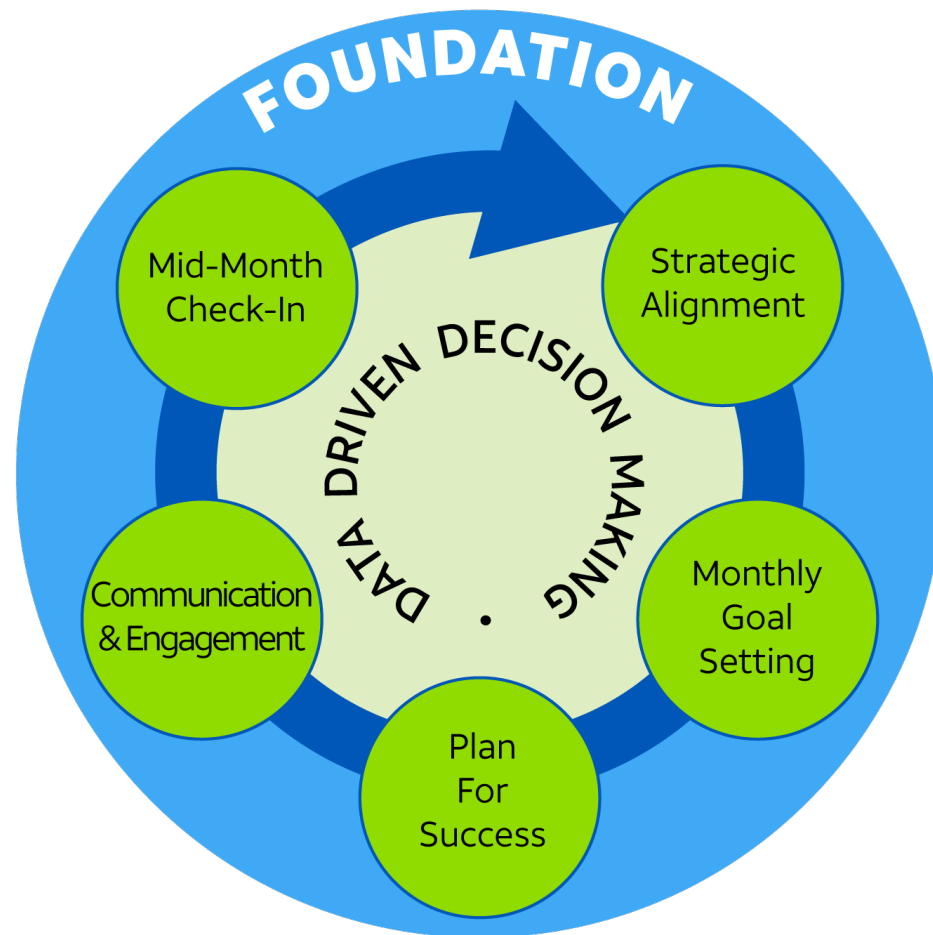
# Introduction

## Leadership Development



**SERVICE DELIVERY** Managers & Individual Contributors

## Course Goal



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
<ul style="list-style-type: none"><li>• Introduction</li><li>• How We Connect</li><li>• Navigating Change</li><li>• DOPE Bird Styles</li><li>• Radical Candor</li><li>• Challenging with Candor</li><li>• Know Your People</li><li>• Time Management</li><li>• Coaching Loop &amp; DIRECT Feedback Model</li><li>• Data-driven Decision Making</li><li>• Issue Identification</li><li>• Performance Acceleration</li></ul>	<ul style="list-style-type: none"><li>• Introduction</li><li>• Coaching Loop/DIRECT Feedback Model</li><li>• Data-Driven Decision Making</li><li>• Strategic Alignment meeting</li><li>• Monthly Goal Setting</li><li>• Team Huddles</li><li>• Leader Huddles</li><li>• Skill Transfer</li><li>• Performance Acceleration</li><li>• Accountability Conversations</li><li>• Plan for Success through Time Management</li><li>• Conclusion</li></ul>

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



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:

# 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 Development 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*

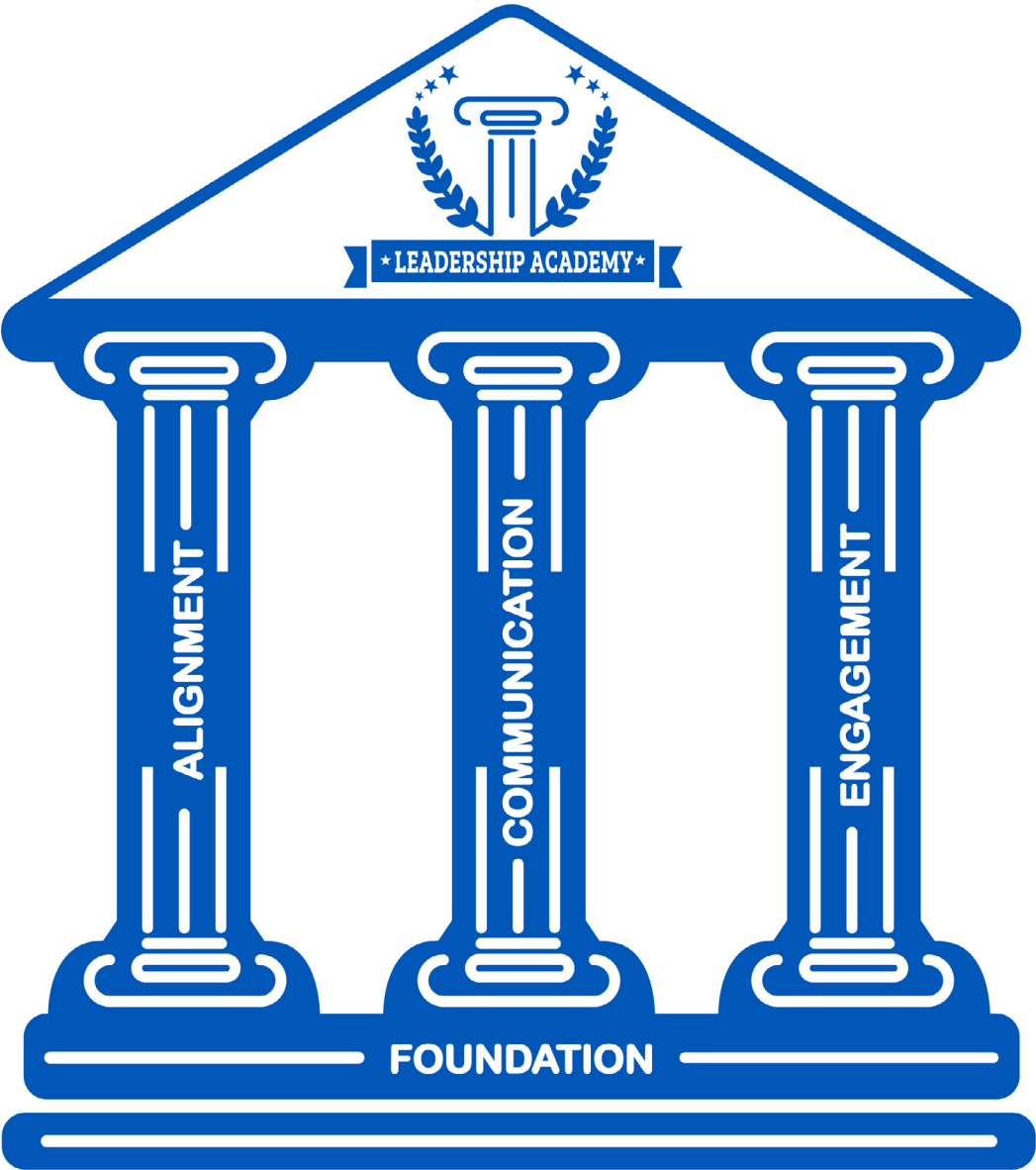


# Foundation Take-aways

**In-class activity**

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

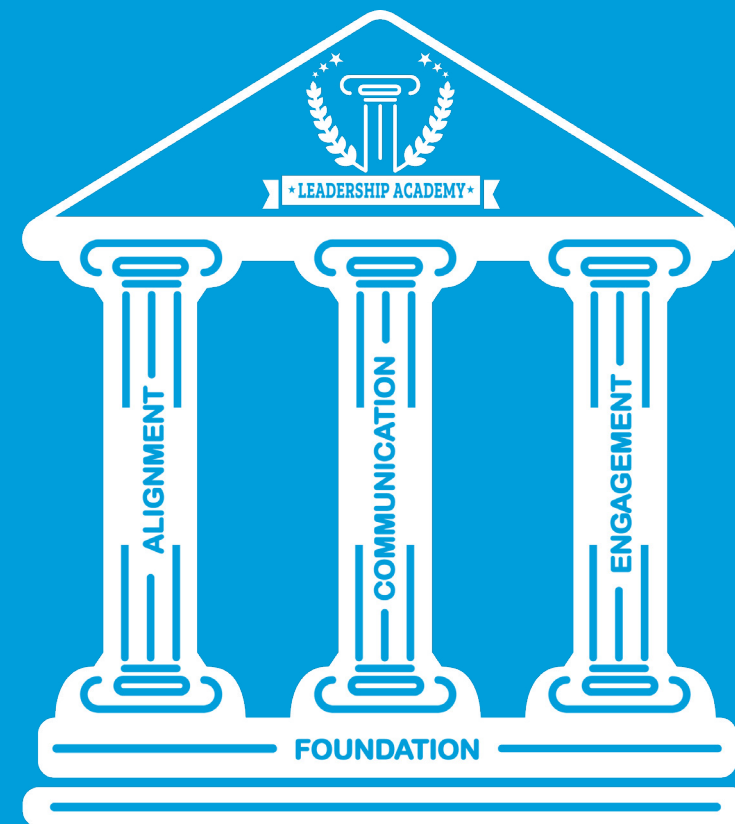
**Introduction**



# Coaching Loop

## Leadership Development

FOUNDATION



**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 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?

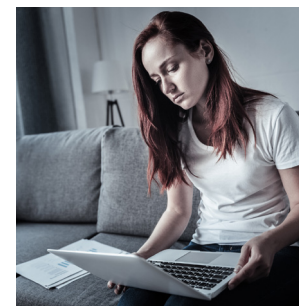
What information did you find for Nicole?



### Scenario 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 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 enable the ability and confidence of our people.

I will...

... to make decisions and prepare.

I will...

... to engage our people.

I will...

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

I will...

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

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