

COHORT BASED LEADERSHIP TRAINING

Program Methodology

- Training sessions & goals chosen by company
- Facilitated by a leadership development expert every two weeks via Zoom
- All programs designed for maximum interaction & best practice sharing among participants
- Two-hour sessions focus on one core leadership principle at a time
- Follow-up exercises apply theories taught to direct application at the workplace



Sample Leadership Training Sessions

- Transition to Leadership
- Performance Development
- Communicating for Performance
- Interviewing and Selection
- Conflict Resolution
- Adaptive Leadership



Sample Program Goals



- Investment in our leaders
- Create a leadership cohort to last long after program
- Learn and apply new skills immediately - “be better tomorrow”
- Accelerate your career goals
- Align your skills with the company’s strategic plan
- Learn the company’s shared “leadership language”
- Create a clear, consistent company leadership “brand”

INTERVIEWING & SELECTION

Sample Module

Interviewing & Selection Agenda

- Interviewing landscape
- Skill, will, and fit
- Identify core capabilities
- Behaviorally based interviewing
- Selection criteria



Interviewing Landscape

- Hiring is the most strategic thing a leader can do
- Left to our own devices, we hire people like us, no matter the job being filled
- Many interviews consist of the interviewer talking 80% or more during the interview – **we want the opposite!!!**
- We often interview candidates for a very short period of time before offering the job
- Most interview questions are future based, allowing the interviewee to “make up” any answer they want
- Too little time is given to deciding what we want in a candidate **before** we begin interviewing



Skill, Will & Fit

*“Ability is what you’re capable of doing.
Motivation determines what you do.
Attitude determines how well you do it.”*

Famous Football Coach Lou Holtz

Skill, Will & Fit

Skill: Technical aptitude and ability



Will: Motivation or desire to do what is required to be successful



Fit: Behaviors and attitudes that are important or “core” to the Organization



Small Group Activity

In small groups...

- Complete the template in your workbook on page 26 using a position you can all relate to
- Share responses and choose top few most important capabilities



Behaviorally Based Interviewing

- Seeks to discover an applicant's level of performance in a capability required to perform the position
- Based on philosophy that future success is best predicted by present and past performance
- Discovers specific and concrete examples of an applicant's performance
- Use STAR method of following up on original question



STAR Method of following up

Situation

Task

Action

Result

Sample BBI Question - Bravery



BBI Question:

Describe a time you were asked or told to do something you thought would not work.

What did you do?

What happened as a result of your actions?

Bravery BBI “Answer Key”

BBI Question: *Describe a time you were asked or told to do something you thought would not work. What did you do? What happened as a result of your actions?*

Good Answer: Taking an appropriate stand on the issue and gaining a favorable “win-win” result.

Poor Answers: Not taking a stand on an issue they deemed important or, overreacting and causing undue negative outcomes.

Pairs activity



Round 1

- Take turns asking each other the question on page 25
- When answering the question just answer as yourself, no need to play a role
- When you are interviewing, use the STAR method as a guide to follow-up on the original BBI question

Round 2 – Challenge round!!!!

- Choose one of the capabilities you identified in the first small group activity
- Make up your own BBI question based on the chosen capability and ask your partner that question as done in round 1

Other Interviewing Tips

- Use active listening – Apply 80/20 Rule
- Use “interview aids” such as pre-determined questions on a form for note taking
- If team interviewing – designate roles such as interviewer, observer, note taker and rotate those roles
- Use “Icebreaker” questions or conversation to build rapport and increase applicant comfort
- Allow applicants time to ask questions – also a great source of applicant information!
- Check references!

