



Leadership Training For Managers Course

Q&A

**Dale
Carnegie**

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How is the course structured?

We use a special method for adult learners called “time-spaced learning”. The course is conducted over 7 weeks, each session lasting three and half hours. Each session is broken into two separate modules, Part A and Part B. The time between weekly classes is designed to allow the participants to turn “knowledge” into “applied wisdom”. We do this through using what we have learnt and put it into practice out in the real world. The ideas are applied and then reported on at a future session. In this way, we all share our experiences and look at what worked and what didn't work and draw lessons from the results.

What happens in the classes?

Adult learners get quickly bored with sitting there being lectured to. Even universities now recognise something Dale Carnegie discovered 100 years ago – lecturing is obsolete as a teaching methodology. Instead the classes are highly interactive. The instructors will lead the participants into a topic, have them think about it and write their thoughts, then quickly move to discussing the topic in small groups.

In this way, we can have everyone feel safe to participate, have some opportunity to share thoughts and crowd source experience and ideas about issues which we all face every day. We also encourage everyone to get up and report on what was discussed in the groups, so that the fear of public speaking is broken and everyone become more confident to speak up.

We use the Socratic method of asking questions to stimulate each person's own self-discovery of what they believe about a topic. When we arrive at a conclusion by ourselves, we never forget it because we now own it. When we are lectured to the information tends to remain with the instructor and we don't have such a strong sense of ownership.

The regular comment from participants is that the time just flies by and before they know it the class is over! This is part of the reason the course has so many fans and commands a 78.7%

“exceeded my expectations” rate in Japan over the last 5 years.

During the classes there is peer voting for who should receive the Innovation Award and the Leadership Award. The instructors do not vote, so you choose amongst yourselves for the awards.

Who will be my trainer?

We have 40 trainers, so depending on the trainer scheduling, it could be anyone of those 40. In some cases we use tandem trainers as well. No matter who the trainer is they will have certain things in common:

1. They are all very friendly, supportive, patient, high energy and dedicated to seeing you make breakthroughs in this course, which will directly help you with your career. Each week they will send you an email after the class recapping what was covered, and remind you of what to prepare for the next week.
2. They have completed a minimum of 250 hours of Train-The-Trainer to be certified to teach this course.
3. They must re-certify each year to remain current to be able to teach.
4. The Trainer development process is ISO9001 certified and Dale Carnegie Training is the only International training company which has this strict certification.
5. The trainers are given Voice Of The Customer scores as part of the participant feedback at the completion of the training. This allows us to compare across trainers both in Japan and around the world. This is an important part of ensuring we maintain the highest standards in the training industry.
6. The trainers are taking part in special training sessions with visiting Master Trainers, to keep everyone current and up to Dale Carnegie Training's demanding professional standards.
7. The trainers all have solid business backgrounds and real world experience, so they can quickly understand the issues facing the participants and can add extra value through their own insights.

What will we cover in the training?

The Leadership Training for Managers Course curriculum is comprehensive. At the end of the training the participants will :

- Discover how our experiences, beliefs and values shape our leadership style and discover the impact of that style on our organisation's environment and culture
- Develop human potential and build relationships of mutual trust and respect



- Create and maintain processes and procedures that drive innovation, plan and define performance goals, utilise time effectively, delegate, analyse problems and make decisions
- Develop leadership by demonstrating effective questioning and listening skills: one-on-one, in small groups and leading problem solving meetings
- Balance the desired outcomes of visions and plans with an accurate assessment of actual performance and holding others accountable to predetermined results

The Leadership Training for Managers Course is a complete solution for organisations and covers the following curriculum:

Developing Personal Leadership

- Understand leadership and management and the related 5 drivers for success:
 - Self-direction
 - People skills
 - Process skills
 - Communication
 - Accountability
- Describe leadership experiences and values
- Conduct an “Innerview” to open the lines of communication and build trust

Achieving Organisational Results

- Set time utilisation goals
- Chart organisational results and key relationships
- Create a personal leadership vision

Understanding The Innovation Process

- Become proactive instead of reactive in change management
- Recognise and encourage idea fluency
- Facilitate an innovation process for problem solving and continuous improvement
- Create a safe environment for the exchange and flow of ideas

Demonstrate The Planning Process

- Describe a vision in clear, specific, compelling terms
- Identify the steps necessary to transform the vision into action
- Implement a plan with clearly defined communication goals

Defining The Performance Process

- Create a picture of what their job looks like when it is being done well
- Write a document that defines performance expectations
- Identify key skills, knowledge and abilities essential to job performance
- Translate business objectives into daily activities with measureable results

Appraisal Systems And The Coaching Process

- Conduct “RAVE” performance reviews
- Describe the Cycle of Growth and Change and how it relates to training
- Apply the steps of the Coaching Process to improve

performance in others

Problem Analysis And Decision-Making

- Use defined processes to solve challenging problems
- Apply decision-making techniques to reach more sound decisions
- Apply principles of controlling stress and worry in making decisions and solving problems

Recognising Human Potential

- Examine your work environments and identify the current motivation levels
- Identify motivation factors and tools to increase motivation among associates
- Apply Human Relations principles to build effective relationships and commitment levels
- Accentuate the positive in specific, measurable terms

Implementing The Delegation Process

- Delegate tasks and responsibilities to develop and train others
- Plan and prepare for a delegation meeting
- Communicate clear performance standards for follow-up and accountability
- Understand the Empowerment Cycle

Handling Mistakes

- Effectively handle mistakes using a Human Relations Approach
- Refer to the problem or situation in a professional way to more consistently retain valuable people and team empowerment
- Maintain control by managing RAME (Reasonable, Allowable Margin of Error)

Communicate To Lead

- Create opportunities for feedback to close the communication loop
- Demonstrate effective questioning and listening skills that strengthen relationships
- Consider various forms of communication and their impact





Leading More Effective Meetings

- Generate participation in meetings by applying Human Relations Principles
- Discover ways to build cooperation and positive results in meetings
- Consider guidelines for meeting effectiveness before, during and after

Celebrating Success

- Sell a change to your organization as a result of the Innovation Process
- Demonstrate the ability to turn ideas into a plan of action

Committing To Continuous Improvement

- Evaluate personal results of this training
- Present evidence of achievements
- Set measurable goals for future leadership development

Is there a manual?

Yes, we will have a manual waiting for you when you arrive for your first class. It is a guide and the bulk of the teaching is using the manual only as a base. The sessions are led by the instructors, fleshing out what the manual covers. There is a lot of space in the manual for your own design and input to get you thinking about key subjects.

What Do I Need To Bring?

Bring a pen.

Is There Homework?

Yes! You will have three types of homework. One type is where you apply the principles Dale Carnegie teaches us in order to be better with people. This is where you use your real world environment to test and experiment with what you have learnt in the class. Another part of the homework is to read through the text books that are provided:

- How To Win Friends and Influence People
- How To Stop Worrying And Start Living

The style of writing Dale Carnegie employed makes these books very easy and fast to read. Each week there is a reading

assignment to be completed. Over the course of the 7 weeks, you will have read the text books.

Finally, you will also have a number of presentations to give, so there are notes in the manual guiding you through the easy steps required to make the presentation content.

Is there any recommended pre-reading for the course?

You will receive the text books at the first session, but if you already own Dale Carnegie's books, "How To Win Friends and Influence People" or "How To Stop Worrying And Start Living" then please re-read them if you have the time. You will read them all over the course duration anyway.

When do I get the course materials?

They will be there waiting for you in a bag when you arrive at your first class.

How many people will be in the class and what sort of backgrounds do they have?

We usually have around 20 people per class.

We mainly have people in their late 20s to their 50s in the class. The largest majority will be in their 30s and 40s. The work background is quite broad across all varieties of industries.

Often, the participants have been promoted into management positions and are looking for help with all the people and leadership issues that come with managing others.

The variety of backgrounds creates a very rich environment of experience and perspectives and really adds a lot of value to the overall experience. It is not uncommon to be doing the course alongside the President or a senior leader of a company.

What happens if I am late for class?

We understand that sometimes things come up and you might be late, but please try to get there on time. We start exactly on time and we don't wait.

What happens if I miss a class?

We have a system where you have two years to make up a missed class. Obviously making up a class as soon as possible is best, but we give you time to complete all seven sessions.

The course is modular and is structured in a way that there is a build of the content, so not missing a class is the best approach. If there is something pressing at work, then try to make the class the priority and have the work fit in around the training, rather than the other way around. Maybe you can come in a bit earlier the next day instead to finish off that task.

The course gives you strategic value that impacts your whole career. The overall value component compared to a single work task is heavily weighted in favour of making the extra effort to make each class each week.



How many classes do I have to attend in order to graduate?

When you complete six or more of the classes, then you are eligible to receive your graduation certificate. Remember you do have two years to complete the make-up classes.

Where is the venue?

The venue is very conveniently located in Minato-ku in central Tokyo. Training is conducted at our High Performance Center in Akasaka. We are on Roppongi dori, directly opposite the ANA Hotel.

Tameike Sanno station is very close (about a 10 minute walk). It is easily accessed by a number of connecting lines such as the Namboku line, the Ginza line, the Marunouchi line and the Chiyoda line.

JR Shimbashi is two stops away on the Ginza line.

Roppongi Ichome station on the Namboku line is only a few minutes walk away as well.



What is the dress code?

If the classes are held on a weeknight, then most people come straight from work in business wear. For the classes on Saturdays (or during the week), please wear business casual.

How long are the classes?

Each session is three and half hours with a ten minute break in the middle. The pace of the classes is quick, so the time just flies by!

How do I contact Dale Carnegie Training if I need to get in touch?

For any enquiries please call us on 03-4563-1963 or email us at contact@dale-carnegie.co.jp

