Leadership Developmental Training Program

Improving Interpersonal Skills in the office

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# Leadership Development Training Program Proposal

## Organization Overview

Cyberani Solutions is at its startup phase with approximately 100 employees currently working there. Cyberani Solutions provides Cybersecurity services and protection to the government and businesses in the region. However, it has been noted that miscommunication has been an issue in the office which has caused a lot of conflicts and animosity between employees. These conflicts are causing the work environment to become toxic, leading to low morale. Low Morale can negatively affect performance which can lead to missed deadlines, postponed projects, and poor-quality work. Therefore, a critical need must be addressed as soon as possible to improve employee interaction and reduce conflict. For this assignment, I propose developing a plan to train employees to improve their interpersonal skills.

## Reasons for Training

The training is needed because many observed that conflicts have been an issue at work, and morale is sinking fast. Training to develop interpersonal skills is crucial to the organization as it will help all employees regulate their emotions and improve their communication skills.

## Targets for Training

This training program targets two groups: leaders and staff. With leaders trained to communicate better and interact with their teams, the workplace will become healthier with high morale and improved performance across all levels. Team functions will improve with staff trained to improve their interpersonal skills, and goals will be met without delay. Conflict will also be reduced, which will positively impact performance and productivity.

## Intended Outcomes

The intended outcomes are:

1. Improving the work environment by promoting positive emotional control.
2. Developing better communication within the organization.
3. Developing better interpersonal skills across all levels within the organization.

These outcomes will enhance employee well-being by creating a friendly work environment with reduced conflicts and positive attitudes. The outcomes will cause an improvement in performance which will lead to better work quality and output.

## Training Objectives

* To Create a positive work environment through improved awareness of personality styles.
* To improving the ability to clearly transmit message verbally and nonverbally.
* To handle different behavioral cycles and personality types among individuals.
* To demonstrate a greater level of personal control and increased positive results when managing conflicts.

## Task Analysis

### Overall job description

* Most employees are cybersecurity officers, security software developers, and IT. Their jobs entail reviewing diagnostics and assessing the functionality and efficiency of systems, implementing security measures, monitoring security certificates, and maintaining company compliance of requirements.

### Task identification

The main tasks that these employees perform daily are:

* + Maintain the network system tool and keep it updated.
  + Look for any breaches in the system and eliminate any penetrations or threats.
  + Provide technical support to company staff through troubleshooting and fixing computer problems.
  + Monitoring the network for any breaches or defects.

### KSAOs:Employees need:

* + Good computers skills,
  + Ability to work in high-paced environment,
  + Knowledge of the Network Security Tool,
  + Good communication skills,
  + Collaboration and teamwork,
  + Good data analytical skills,
  + Maintain confidentiality.

## Personal Analysis

The performance of the employees so far has not been satisfactory. Although they complete individual tasks effectively and to company standards, their teamwork has been lacking. The reason behind poor teamwork and collaboration is thought to be due to poor interpersonal and communication skills.

## Training Materials

* DiSC Assessment Test Link
* PowerPoint Presentation
* Notepad and Pens
* Discussion and Role-Play Topics

# Course Plan

**Date: April 25, 2022**

**Improving Interpersonal Skills in the Office**

|  |  |
| --- | --- |
| **Course Overview** | |
| **Course Topic** | ***The Importance of Interpersonal Skills in the Office*** |
| **Course Objectives** | 1. To practice effective conflict management techniques with mastery by demonstrating good interpersonal skills. |
| 1. To send verbal and nonverbal communication clearly across different situations and settings with no difficulty. |
| 1. To demonstrate good understanding of interpersonal skills to manage conflicts effectively. |
| 1. To understand different communication and conflict management styles by accounting for differences in personalities. |
| **Materials needed** | DiSC Assessment |
| PowerPoint Presentation |
| Notepads and Pens |
| Discussion & Role-Playing Topics |

|  |  |
| --- | --- |
| **Pre-teaching prep** | 1. PowerPoint Presentation |
| 1. Guided discussion questions |
| 1. Role playing topics |

**Abbreviated Agenda**

|  |  |
| --- | --- |
| Time | Activity |
| 0800 – 0900 | Setting the Tone & Introductions |
| 0900 – 0930 | **DiSC Assessment** |
| 0930 – 0940 | Course Purpose |
| 0940 – 1030 | Prior Knowledge |
| 1030 - 1130 | Course Presentation |
| 1130 – 1230 | Group Discussion |
| 1230 – 1330 | Lunch |
| 1330 – 1400 | Role Playing Activity |
| 1400 – 1430 | Final Tips & Questions |

**Detailed Agenda**

|  |  |  |
| --- | --- | --- |
| **Time** | **Sub-topic** | **Activity** |
| **0800 – 0900** | **Setting the tone & Introductions** | Welcome everyone to program and ask them to please take a seat. Notepads and pens are distributed when everyone enters the class to enable note taking if desired. |
| **0900 – 1000**  **SLIDES 1-5** | **Disc Assessment** | **Disc assessment test**  The DiSC assessment will be briefly introduced and explained to the trainees. They will take the DiSC assessment through a link given to them at the beginning of the course. They will have computers to access the test. |
| **1000 – 1015**  **SLIDE 6** | **Course Purpose** | Instructor will introduce the purpose of the course and list all outcomes that trainees should take away from the course. |
| **1015 – 1030**  **SLIDE 7** | **Prior Knowledge** | 15 minutes to talk about what everyone learned from their DiSC assessment. |
| **1030 – 1130**  **SLIDES 8-28** | **Presentation** | The PowerPoint Presentation is the main lecture of the training. In this lecture the instructor will talk about interpersonal skills that everyone needs to have a healthy work environment.  The beginning of the lecture starts at **slide 8** which will explain why interpersonal skills matter, and how they can help in job advancement when properly developed.  The instructor will give examples and tell office stories of poor and good conflict management to help trainees see the difference in communication. The instructor will ask the students which scenario they preferred and why.  The lecture will then continue by listing the Interpersonal skills that will be covered. Skills include:   * Listening Skills * Personal Skills * Creativity * Conflict Management * Conflict Management Styles * Dealing with Difficult People   Each skill will be talked about in depth.  The end of the lecture will have time for questions and final thoughts before moving on the group discussion. |
| **1130 – 1230** | **Group Discussion** | To begin the discussion, ask students to write two things they like about their personalities and two things that they would like to improve or change.  What did we learn about the different personality types?  **D**ominance  **I**nfluence  **S**teadiness  **C**onscientiousness  Other questions to drive the discussion will be:   * How would you use these different personalities to your advantage? * How would you manage conflict when dealing with different personalities? * What did you learn about those you work closely with? * Give ideas on how to communicate effectively with your colleagues. |
| **1230 – 1330** | **LUNCH** |  |
| **1330 – 1430** | **Activity: Role Playing** | Have attendees will be given scenarios in which a group of them will act out a role that contains a conflict/misunderstanding. This will be followed by a short discussion to listen to other views and opinions on what would be best practices to manage the conflict and solve the problem without having in escalate.  This will allow each person to see how they act in conflicting situations and help them see where they should improve or change. |
| **1430 – 1500** | **Final Tips & Questions** | Recap on what was learned and give advice on how to put tips into practice. Give time for trainees to ask questions.  Students will have a few minutes to give feedback on what they thought of the course: what went well and what they would have liked to learn to make it better.  **NOTE**: Stress the importance of practicing good communication techniques to manage conflict and misunderstandings. Provide different channels to help trainees seek advice on what to do in difficult situations. |

# Evaluation Plan

After the training program is complete, the program's efficacy on employee behavior will be evaluated through a survey that is filled after the class. Observations, interviews, and employee performance evaluation forms will also be used to measure the level of improvement in employee behavior.

## Evaluation Framework

The purpose of this evaluation is to determine whether the program has accomplished its objectives of explaining the different methods and techniques to manage conflict and personality differences, improve interpersonal skills, and enhance performance in the office.

The framework used to evaluate this course is Kirkpatrick's evaluation framework. Based on Kirkpatrick's criteria levels, this course would like to see change, especially in the behavior level and hopefully the results level where organization effectiveness is improved through improving employee performance.

## Data to be Collected

1. Survey and Course feedback responses
2. Observations
3. Interviews
4. Employee performance evaluation

## Methods and Instruments

Four methods will be used to collect data after the program is complete:

1. **Survey & feedback:** The survey will be distributed to the attendees after the course to evaluate the course's content, level of understanding, and usefulness. At the end of the survey, there will be an opportunity to allow attendees to give feedback and comment on areas that they think need improvement or clarification [(Appendix 1).](#_Appendix_1:_Course)
2. **Observations:** In the days after the course, the instructor will observe attendees while at work to evaluate their interpersonal, communication, and conflict management skills to see if all outcomes were met and if further training is required. The instructor will take notes to determine the effectiveness of the training and its impact on the attendees.
3. **Interviews:** Employees will be interviewed one-on-one to discuss how interactions between employees have improved in the office. The interview will also focus on open-ended questions that allow employees to give opinions of others' behaviors under complete anonymity and confidentiality [(Appendix 2).](#_Appendix_2:_Interview)
4. **Employee performance evaluation:** After a period of observation, the employee evaluation form will be collected to measure the level of improvement, if any.

## How the Data will be Evaluated/Used

The data will improve the program in areas where employees feel it is lacking based on the survey and observation.

The course aims to achieve the following based on the different levels of Kirkpatrick’s evaluation method:

**Level 1 Reaction:** After the course is completed, attendees will give their opinion about the presentation and DiSC assessment through a short survey. They will measure their level of satisfaction by scoring the course materials using the Likert scale, where (1) indicates low satisfaction and (5) indicates high satisfaction.

**Level 2 Learning:** Using the course materials, attendees will be evaluated on their knowledge levels through interviews to gain feedback on their thoughts about the course. They will be given a few days to implement what was learned before being interviewed. Positive feedback will indicate the course's efficacy, and negative feedback will determine the oppositive.

**Level 3 Behavior:** The workplace atmosphere will be observed to determine how practical the training was and how employee behavior has changed over time.

**Level 4 Results:** Attendees will be observed to see if their verbal and nonverbal communication has improved. They will also be observed to see if they use good conflict management techniques. Results will be determined as good or bad through employee evaluation, which will improve performance and interaction with others.

## Appendix 1: Course Survey

On a scale of 1-5 (**with 1 being the lowest score and 5 being the highest score**), answer the following questions to rate the course for its effectiveness and relevance to you.

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Question** | **1** | **2** | **3** | **4** | **5** |
| The training objectives were clearly met |  |  |  |  |  |
| The topics covered were relevant to me |  |  |  |  |  |
| The training was structured clearly |  |  |  |  |  |
| The organization of topics were logical and easy to follow |  |  |  |  |  |
| I learned a lot from this course |  |  |  |  |  |
| The training was engaging and provided adequate examples of conflict and methods of management |  |  |  |  |  |
| The discussions aided my learning |  |  |  |  |  |
| The program was informative and relevant |  |  |  |  |  |
| The instructor was proficient and professional |  |  |  |  |  |
| I would recommend this course to others |  |  |  |  |  |

## Appendix 2: Interview Questions

1. How is the work environment after the training?
   1. If it has not improved, why do you think it hasn’t and what methods would you suggest that could help?
2. How are people interacting with each other when it comes to managing conflict and other differences?
3. How have you been managing your personality differences when it comes to interacting with colleagues?