APHL
Lab Director Transitions Guide
Online Toolkit

[Headline]
Lab Director Training Plan
Guide to reaching your goals

There's always room for improvement—especially in the first few months to a year in a new lab director role. Training courses and other continued education can help continuously develop a lab director's on-the-job skills, leadership methods and management techniques. APHL offers a multitude of training programs; reach out to Member Services for more information.

Personal Information:

Name: _____
Position: _____
Mentor: _____
Manager: _____

Suggested Supervisory Classes
These are some examples of classes to take within your first year at director level. Search in your own area for specific course offerings.

- Domestic Violence and the Workplace for Supervisors
- Drug Testing Policy for Supervisors
- Americans with Disabilities Act
- Performance Planning and Evaluation Program Workshop
- Correcting Performance Problems, Part I and II
- Your New Management Role
- Communication Skills
- Lead and Develop Your Staff
- New Manager Orientation
- Cultural Competency: An ABC Approach to Inclusion

Leadership-Building Classes
We recommend selecting courses from the following list of examples. We've listed some possible ones provided through your agency's training services division.

- **Building a High-Performance Team**—Participants will learn a powerful model with actionable steps that can be used to overcome common hurdles caused by office politics, silos and team dysfunction so as to build and lead a cohesive, effective team.
- **Leverage Your Strengths** (by Marcus Buckingham)
- **Transforming an Organization Culture** (by Quint Studer)
- **Effective Leadership Communication** (by Nick Washienko)
- **Emotionally Intelligent Leadership** (by Dan Goleman)
- **Leading at the Speed of Trust** (by Stephen M. R. Covey)—Trust is the one thing that is common to every individual, relationship, team, family, organization, nation, economy

and civilization throughout the world. This one thing, if removed, will destroy the most powerful government, the most successful business, the most thriving economy, the most influential leadership, the greatest friendship, the strongest character and the deepest love. On the other hand, if developed and leveraged, trust has the potential to create unparalleled success and prosperity in every dimension of life. Participants in this program will learn:

- o The economics of trust and its effects on speed and cost in relationships and organizations
- o How to assess your credibility based on character and competence
- o The thirteen behaviors common in people with high-trust relationships
- o The taxes and dividends that flow from organizational trust
- o How to restore lost trust
- **Strategies: Effective Meetings & Presentations**
- **Establishing Goals and Priorities** (by Zig Ziglar)
- **Dealing with Difficult People**—Learn that conflict has value; discover ways to make conflict work for you, not against you; learn to give and receive effective feedback; and find ways to build bridges and develop trust in difficult relationships.
- **Motivating through Positive Communication**—Non-verbal communication accounts for an estimated 80 to 93 percent of what we communicate to others. During this session, participants will learn how to reframe negative remarks into positive, supportive comments; how to improve verbal communication by eliminating negative or critical words; how to use a pause as a communication tool; and practice use of verbal communication as a way to make each person you meet in the workplace feel special.
- **Increasing Productivity and Motivated People**—Employees should feel valued and believe their work matters. During this session participants will practice motivating employees within the four modes of performance and learn how to fulfill the first and second motivation jobs of management.
- **How to Help Employees Be Their Best**—Participants will see how "looking to greatness" can benefit you, your company, department or work group. Understand the difference between a "contained" and a "contagious" leader. Learn to identify, refer to and hold people accountable for their strengths.

Suggested Reading
Select at least four books from the following list.

- "Who Moved my Cheese," by Spencer Johnson
- "The 21 Irrefutable Laws of Leadership," by John C. Maxwell
- "The Five Dysfunctions of a Team," by Patrick Lencioni
- "A Manager's Guide to Coaching," by Ann Loehr
- "When Generations Collide," by Lynne C. Lancaster
- "Effective Phrases for Performance Appraisals," by James E. Neal
- "Change the Culture, Change the Game," by Roger Connors
- "Crisis Leadership," by Gene Klann
- "The Set-up-to-Fail Syndrome," by Jean-Francois Manzoni
- "Accountability: Freedom and Responsibility Without Control," by Rob Lebow