

Drive. Develop. Empower.

"Your playbook for powerful leadership starts here."

Drive. Develop. Empower. Goodwill SWPA Leadership Academy Playbook Communication Toolkit

Goodwill SWPA, People Services | Empowering People, Every Time
June, 2025



Goodwill 
Southwestern Pennsylvania goodwill
JOB TRAINING | LIFE CHANGING

OVERVIEW



Key Impact

The Leadership Academy Playbook equips leaders with the skills to enhance job performance, foster teamwork, & support continuous professional growth, just like a sports team executing a winning game plan.

What

The Leadership Academy Playbook is a training series that helps leaders develop essential skills and behaviors for effective leadership. The Academy provides a structured approach to managing teams, setting clear expectations, and fostering a positive work environment.

Why

Participating in the Leadership Academy helps team members develop crucial leadership skills, such as decision-making and communication skills. It also builds trust within the team and ensures everyone is aligned with the organization's goals and values.

How

Team members can enroll in the Leadership Academy Playbook monthly cohort offerings. Active participation in workshops and applying the learned principles into daily work are key steps to benefiting from the playbook. Continuous learning and seeking feedback are also important for ongoing development.

GOALS

Enhance Leadership & Job Performance

Develop skills in conflict resolution, goal setting, delegation, and team management to improve overall job performance and leadership capabilities.

Develop Teamwork & Communication

Promote effective communication, feedback handling, and collaboration within and across teams to ensure a cohesive work environment.

Support Professional Growth & Training

Encourage continuous learning and development through training programs, empowering leaders to advance their skills and support their team's professional growth.

TARGET AUDIENCE



Early Leaders

Early leaders are individuals who are beginning to take on leadership roles, focusing on developing their foundational skills and learning.

Mid Level Leaders

Mid-level leaders are experienced managers who oversee multiple teams or departments, ensuring alignment with organizational goals and optimizing team performance.

Leader of Leaders

Leaders of leaders are senior executives who mentor and guide other leaders, shaping the strategic direction of the organization fostering a culture of leadership development.



Newly Hired Managers

New hires benefit from the Leadership Academy Playbook by quickly gaining essential leadership skills and understanding the organization's culture, which helps them integrate smoothly and contribute effectively from the start.

LEADERSHIP & MANAGEMENT CHALLENGES

Statistics from Gallup Employee Engagement Study

Manager's Role in Engagement:

70%

A manager can impact an employee's quality of life and career success.

Managers are responsible for at least 70% of employee engagement.

Communication Challenges:

69%

Employee engagement is driven by communication from their manager.

69% of managers are uncomfortable communicating with employees.

Goodwill SWPA Performance Evaluation Results: Top 3 areas rated below expectations for non-supervisors

1. Has improved skills by completing assigned or extra training.



- 20% of the responses indicated that employees are not up-to-date with Grow with Goodwill training offerings.

2. Completes daily tasks and responsibilities effectively.



- 15% of the responses indicated employees are unable to complete daily assigned tasks effectively.

3. Able to manage time efficiently to meet deadlines.



- 15% of the responses indicated that employees are unable to manage time effectively to do their jobs.

Goodwill SWPA Performance Evaluation Results: Top 3 areas rated below expectations for supervisors

- Handles conflicts within the team and engages support services where appropriate.



- 23% of the responses indicated that managers struggle to handle conflicts within the team.

- Decisions are well-informed and timely.



- 23% of the responses indicated that managers are not accountable and do not trust their decisions.

- Has successfully set and met the goals of the team.



- 11% of the responses indicated that managers struggled with reaching team goals.

How Goodwill SWPA is developing leaders

The Goodwill SWPA People Services team empowers leaders with the tools and resources they need to succeed to drive the organization's strategic goals and mission.

Handling conflicts and making good decisions have been identified as key areas where managers need improvement. These deficiencies contribute to low morale, high turnover, and inefficiency. Further exacerbated by poor communication, inadequate training, and a lack of support, managers often feel powerless and discouraged. The Leadership Playbook Academy Playbook equips managers with the skills and resources to lead with passion, execute effectively, achieve excellence, and drive success..



People First...

...All people, every time.



Supporting...

...leaders in fostering a healthy and caring culture.



Empowering...

...employees to become impactful leaders.



Encouraging...

...individual responsibility and action for leading a team.

TIMELINE

Month	Wednesday Session	Session #	Thursday Session	Session #
June	*Thursday June 12	101	June 26	102
July	July 16	103	July 24	Capstone
August	Aug 13	101	Aug 21	102
September	Sept 10	103	Sept 18	Capstone
October	Oct 15	101	Oct 23	102
November	Nov 12	103	Nov 20	Capstone
December	Dec 10	101	Dec 18	102
January	Jan 14	103	Jan 22	Capstone
February	Feb 11	101	Feb 19	102
March	March 11	103	March 19	Capstone
April	April 15	101	April 23	102
May	May 13	103	May 21	Capstone



Leadership 101:

Offensive Plays (Leadership Initiatives)

- Leadership Fundamentals
- Self Development
- Communication Essentials



Leadership 102:

Defensive Plays (Addressing Challenges)

- Conflict Resolution
- Feedback & Adaptability
- Development & Team Management
- Empathy & Active Listening



Leadership 103:

Leadership in Practice

- Building Accountability
- Collaboration & Transparency
- Decision Making
- Driving Performance



Capstone Project

Creating your Leadership Game Plan

OUR VISION & GOALS



Leadership 101

Goals:

- Develop a comprehensive understanding of leadership fundamentals.
- Foster self-awareness and personal development.
- Improve communication skills to effectively lead and inspire teams.

Leadership 102

Goals:

- Equip leaders with conflict resolution techniques.
- Improve feedback delivery and adaptability to change.
- Enhance team management and delegation capabilities.

Leadership 103

Goals:

- Strengthen personal and team accountability.
- Promote collaboration and transparency within the organization.
- Enhance decision-making skills and focus on customer satisfaction.
- Foster a culture of diversity and inclusion.

Leadership 101: Offensive Plays (Leadership Initiatives)

Morning Session:

Leadership Fundamentals

• 9:00 AM - 9:40 AM: Kickoff - Leadership Fundamentals

- **Course:** Leadership Fundamentals: Developing Yourself
- **Activity:** Self-assessment and personal development planning

• 9:40 AM - 10:20 AM: Passing the Ball - Empowering Others

- **Course:** Leadership Fundamentals: Empowering Others
- **Activity:** Group discussion on empowerment strategies

• 10:20 AM - 11:00 AM: Play Calling - Listening as a Leader

- **Course:** Leadership Fundamentals: Listening as a Leader
- **Activity:** Role-playing exercises for active listening

Break: 11:00 AM - 11:20 AM

Mid-Morning Session:

Self-Development

• 11:20 AM - 12:00 PM: Managing the Clock - Managing Multiple Priorities

- **Course:** Effective Time Management: The Four D's of Time Management
- **Activity:** Time management workshop

• 12:00 PM - 12:40 PM: Staying in the Game - Stress Management

- **Course:** Stress Management: Handling Stress
- **Activity:** Stress reduction techniques

Lunch Break: 12:40 PM - 1:20 PM

Afternoon Session:

Communication Essentials

• 1:20 PM - 2:00 PM: Huddle Up - Communicating with Confidence

- **Course:** Communicating With Confidence
- **Activity:** Confidence-building exercises

• 2:00 PM - 2:40 PM: Tailoring Your Play - Communicating with Different Audiences

- **Course:** Communication Essentials: Communicating With Different Audiences
- **Activity:** Tailoring communication strategies

• 2:40 PM - 3:20 PM: Locker Room Etiquette - Office Etiquette

- **Course:** Office Etiquette: Interactions
- **Activity:** Best practices for workplace interactions

Wrap-Up: 3:20 PM - 3:30 PM

Leadership 102: Defensive Plays (Addressing Challenges)

Morning Session:

Conflict Resolution

• 9:00 AM - 9:40 AM: Defensive Strategies - The EASY Conflict Management Process

- **Course:** The EASY Conflict Management Process
- **Activity:** Conflict resolution role-plays

• 9:40 AM - 10:20 AM: Tackling Issues - Handling Conflicts within the Team

- **Course:** Building Accountability: Managing Yourself
- **Activity:** Accountability techniques

Feedback and Adaptability

• 10:20 AM - 11:00 AM: Reviewing the Play - Giving Feedback as a Manager

- **Course:** Giving Feedback as a Manager
- **Activity:** Feedback workshops

Mid-Morning Session:

Team Management

• 11:20 PM - 12:00 PM: Passing the Baton - Effective Delegation

- **Course:** Successful Delegation
- **Activity:** Delegation simulations

• 12:00 PM - 12:40 PM: Handling Tough Opponents - Managing Difficult People

- **Course:** Managing Difficult People
- **Activity:** Techniques for managing challenging team members

Afternoon Session:

Empathy

• 1:20 PM - 2:00 PM: Building Team Spirit - Empathy as a Leader

- **Course:** Empathy as a Leader
- **Activity:** Empathy-building exercises

Active Listening

• 2:00- 2:40

- **Course:** Active listening
- **Activity:** Listening activity

• 2:40 -3:20

- **Course:** Listening even when its difficult
- **Activity:** Listening Activity

Break: 11:00 AM - 11:20 AM

Lunch Break: 12:40 PM - 1:20 PM

Wrap-Up: 3:20 PM - 3:30 PM

Leadership 103: Leadership in Practice

Morning Session:

Building Accountability

- 9:00 AM - 9:40 AM: Accountability
 - **Course:** Empowering Employee Decisions
 - **Activity:** Role Play

Collaboration and Transparency

- 9:40 AM - 10:20 AM: Team Collaboration - Interdepartmental Collaboration
 - **Course:** Managers: Creating a Culture of Transparency
 - **Activity:** Collaboration exercises
- 10:20 AM - 11:00 AM: Transparency in Play - Creating a Culture of Transparency
 - **Course:** Stop Doing and Start Managing
 - **Activity:** Quiz

Break: 11:00 AM - 11:20 AM

Mid Morning:

Decision-Making and Customer Satisfaction

- 11:20 AM - 12:00 PM: Playmaking - Decision-Making Basics
 - **Course:** Decision-Making Basics: Understanding Motivation
 - **Activity:** Decision-making simulations

• 12:00 PM - 12:40 PM: Keeping Fans Happy - Ensuring Customer Satisfaction

- **Course:** Effective Meetings: Tips to Facilitate Effective Meetings
- **Activity:** Meeting techniques

Lunch Break: 12:40 PM - 1:20 PM

Afternoon Session:

Diversity and Inclusion

- 1:20 PM - 2:00 PM: Building an Inclusive Team - Managing Prejudice within the Team
 - **Course:** Managing Prejudice Within Your Team
 - **Activity:** Building an inclusive team culture

Driving Performance

- 2:00 – 2:40
 - **Course:** Managing Multiple Priorities
 - **Activity:**
- 2:40 -3:20
 - **Course:** Leading a Team: 01 Being a Team Leader
 - **Activity:**

Wrap-Up: 3:20 PM - 3:30 PM

CAPSTONE PROJECT

Part 1: My Leadership Focus Areas

From the following and write 1–2 bullet points on how you'll apply each of these key leadership themes:

1. Self Development
2. Communication Essentials
3. Conflict Resolution
4. Team Management
5. Building Accountability

“Your Leadership Game Plan”

Objective: Create a one-page leadership action plan that brings together key concepts from the day's sessions, highlighting how you will apply them in your role.

Instructions: Over the final hour of the session, participants will complete and prepare to present their Leadership Game Plan.

Part 2: My Leadership Vision (2–3 Sentences)

Write a short leadership vision statement.
Example: "I will lead by listening first, supporting my team through change, and creating a culture of trust and accountability."

Part 3: First 3 Actions I'll Take

List three specific things you'll do in the next 30 days to apply what you've learned.
Presentation: Each participant shares their plan in 1–2 minutes with the group.

THANK YOU
