

The aim of this 16-day programme is to build on Senior Managers' existing skills and experience and to develop their ability to deliver organisational results through the energy, commitment, and efforts of their people.

Each module lasts **three days** (approximately 20 hours guided learning) and concludes with a **one-day** Feedback and Evaluation session.

All participants are provided with workshop notes and learning logs.

### MODULE 1: LEADERSHIP AND THE TEAM

**Module Aim:** To develop participants' skills and encourage the use of the behaviours that are essential for leading a high performing team in the current, competitive business climate

**Module Content:**

- Attributes of effective leaders and self assessment of participants' own leadership skills and style
- Current leadership thinking – facilitative leadership, transformational leadership, situational leadership
- Valuing difference – personality preference and its impact on leadership and the team (MBTI)
- Leadership, communication and the organisation
- Assertive communication – giving and receiving feedback
- Motivation in practice
- Developing people – delegation and the Field of Freedom
- Characteristics of effective teams and team members
- Strategy, focus & direction in teams

**Module Outcomes:**

By the end of this workshop participants will:

- Have examined and evaluated their own leadership style
- Be able to use the 'Situational Leadership' model to help them determine the most effective leadership style to use in a range of situations
- Understand the effects of verbal and non-verbal communication in relation to their work
- Be able to recognise and use a Facilitative Leadership style
- Have practised motivating a team and have critically examined which leadership behaviours result in positive and negative motivation
- Be able to recognise the difference between assertive and aggressive behaviour and be able to use assertive behaviour to deliver positive 'task' and 'relationship' results
- Have identified their own personality preferences and have applied an understanding of personality preferences to working with teams
- Know how to delegate and have made specific action plans for delegating tasks and responsibilities to others in their teams
- Be able to use a systematic approach to problem-solving in teams
- Know the 4 stages of team development and what leaders need to do at each stage to bring the team to high performance in the minimum time
- Be able to give and receive positive and negative feedback
- Be able to set up & facilitate effective meetings to make best use of time & produce real results



## MODULE 2: THE LEADER AS COACH

**Module Aim:** To develop the skills and behaviours leaders and managers need to build a team of self-reliant high performers.

**Module Content:**

- Coaching and its connections to:
  - Facilitative leadership, situational leadership, motivation, delegation, communication, problem solving and personality preference.
- Coaching and talent management
- Questioning skills in coaching
- Active listening
- Constructing probing questions and reflecting responses
- Managing resistance and using reactions to gather information
- Identifying coaching needs in teams
- Structuring a coaching session
- Action learning & coaching
- Coaching practice

*Please Note:* for group sizes larger than 6, two facilitators will be required to deliver Module 2.

**Module Outcomes:**

By the end of this workshop participants will:

- Appreciate how coaching fits in with Situational Leadership, motivation, delegation, task and relationship behaviour and communication as part of the essential toolkit for today's business leaders
- Be able to use the GROW model to structure and manage coaching sessions
- Have developed their questioning and active listening skills in coaching sessions
- Be able to conduct effective coaching sessions to deal with different performance issues
- Have evaluated their own coaching performance and made plans for further improving their skills as coaches

## MODULE 3: THE INTERVIEWING TOOLKIT

**Module Aim:** To enable participants to plan and conduct thorough, evidence-based interviews for information collection in a wide range of situations

**Module Outcomes:**

By the end of this workshop participants will:

- Recognise good and bad interview behaviours
- Use Critical Incident questioning and the 'funnel' technique to gain the maximum amount of genuine information from interviewees
- Listen actively in interviews
- Prepare well for each interview, taking into account the needs of the situation, the interviewee and the interviewer.
- Use appropriate behaviours to manage a range of different types of interview in order to get the best results
- Agree SMART goals and 'Fields of Freedom' in Performance Review interviews
- Compile and use a Person Profile and Interview Report in selection interviews



## MODULE 4: LEADING INNOVATION

**Module Aim:** To enable leaders and managers to lead creative thinking and ideas generating sessions with their teams and to give them the tools they will need to build sustainable innovation into their areas of responsibility.

### **Module Content:**

- Creativity and innovation, what is the difference?
- Challenging preconceptions and mindsets
- Focused creativity – defining a purpose
- Tools and techniques for experimenting with thinking
- Systematic creativity and innovation
- Creativity and the subconscious mind
- Evaluating ideas
- Creativity and the team
- Creativity, innovation and motivation
- Innovation, change management and buy-in
- Leading change
- Organisational innovation audit
- The innovative organisation

### **Module Outcomes:**

By the end of this workshop participants will:

- Be able to use creative thinking tools and techniques to generate potentially unique ideas
- Be able to apply creative thinking to practical, work based projects and problems
- Be able to lead creative thinking sessions with their teams
- Be aware of the systems and leadership behaviours needed to make creative problem-solving the norm in their areas of responsibility
- Know what needs to be done to introduce new ideas and innovations into the wider organisation
- Have made plans for developing creative thinking and innovation within their areas of responsibility

### **The following notes pertain to each 3-day module:**

**Work based project:** Participants are required to complete a work-based project designed to encourage the application of their learning from the workshop.

**Follow-up:** One day guided learning and evaluation – Participants produce a written outline of the results of their project which they present to their fellow delegates at a one day follow-up session. Their written and verbal presentation is assessed by the facilitator and written feedback is provided.

**Feedback and Evaluation:** Participants complete an on-line questionnaire at the end of the workshop. Information on changes in behaviour (pre- and post-workshop) is collected from line managers and from participants using on line questionnaires and anecdotal evidence.

