

## Effective Leadership Skills

- encourage extraordinary performance from your people



Effective Leadership Skills has been specifically designed to give practising or potential senior managers critical evaluative skills. Effective leadership means achieving the balance between immediate economical results with the need to spend time in developing people to ensure business survival and future growth. It's about understanding your people, building collaborative relationships, developing subtler methods of motivation and leading by example.

The programme will assist in raising personal self-awareness, evaluating leadership styles and increasing leadership capability. This will result in your managers effectively leading change whilst increasing levels of performance and engagement.

### Leading change

- lead change effectively, engaging others and making the change stick
- inspire people and teams through the challenges of change
- influence, motivate and empower others
- establish a culture of continuous improvement

### Inspirational Leadership

- provide confident, positive and motivational leadership
- clarify purpose, vision and values and engage others in the process
- develop a flexible management style through 'Situational Leadership'
- instil a passion and commitment for high performance

### Performance Coaching

- encourage high performance through an effective coaching approach
- release potential and encourage creative solutions
- facilitate responsibility in others for results
- develop a high performance team

### Professional integrity

- raise self awareness and confront blind spots
- establish a positive self image
- develop an inner self confidence to do the right things right
- present a positive and professional image

## **Delivery**

The programme is delivered through a combination of eight interactive workshops, and individual one-to-one coaching sessions. An initial one-to-one with the participant is conducted to establish programme objectives and a willingness to participate. A business based change project is identified during the initial workshops and becomes an integral part of the individuals development whilst improving organisational performance.

## **Programme Content and Structure**

### **Pre-programme Assessment**

A pre-programme one-to-one is conducted with each manager to establish personal objectives. A combination of discussion and leadership psychology assessments raises self-awareness and clarifies programme appropriateness. Peer and/or manager assessment identifies blind spots and confirms key objectives for both individual and organisation.

### **Workshop 1 – Foundations for Leadership**

Understanding yourself, your leadership style and how those behaviours impact on others will establish a new language of communication and interaction. By using the leadership assessment completed prior to the start of the programme, the workshop examines how we can develop open and authentic communications within the team. By the end of the workshop you will have a common language which will be used throughout the subsequent workshops to analyse, understand and influence others behaviours. The key objectives of this workshop are:

- Understand who you are as a person and a leader.
- Know why and how people are different and how to identify the different types.
- Enhance personal adaptability in managing different situations.
- Inspire and lead people in a truly adaptive way.

### **Workshop 2 - Vision and Strategy**

Defining your purpose, vision and values allows you to harness your greatest resource, your people. By aligning your vision and values ensures you have a higher level of motivation to drive forward organisational change and progress. Workshop 2 explores models of strategic planning and takes you step by step through the elements of the planning process. By the end of the workshop you will have a range of tools to facilitate and identify the vision, strategic themes and map that assist to clearly and consistently communicate your organisations aspiration and direction. The key objectives of this workshop are:

- Align visions, mission with values to create a clear direction.
- Understand how to set strategic objectives to engage key stakeholders and the team.
- Know how to build the elements of a strategy map that can be used to communicate your plan.
- Start the process to understand the team's motivations to implement the plan.

### **Workshop 3 - Leading Change**

Building on the models used in the previous workshops, leadership practice is extended to include a range of change management practices and strategies to ensure change is managed in a planned, intelligent and sensitive way. Understanding fully the implications and consequences of decisions made when facing turbulence and ambiguity of change is vital to future organisational success. Managed in an effective manner, involving people in the process can lead to effective and sustainable change. The key objectives for this workshop are:

- Proactively spot the need for change.
- Recognise the main barriers of effective change.
- Identify the eight steps for planning and implementing effective change.
- Lead staff through periods of change supporting the natural and sometimes negative reactions people adopt.

#### **Workshop 4 - Dynamic Leadership**

This workshop challenges you to confront the boundaries, blind spots and limitations of your current leadership style. You will explore, deepen and extend your leadership edge. Highly experiential the key objectives for the workshop are:

- Identify the behaviours associated with the four leadership styles of situational leadership.
- Reflect upon your personal style of leadership.
- Explore Distributed and Adaptive Leadership Principles.
- Use a less directive style of leadership to harness collective intelligence and solve wicked problems.

#### **Emotional Intelligence Assessment and one-to-one coaching session**

Our emotions play a far greater role in thought, decision making and individual success than is commonly acknowledged. Unlike IQ our levels of Emotional Intelligence (EI) can change. With self-awareness and focus we are able to improve our levels of EI. We can use this to support higher levels of effectiveness both in work and in our personal life. EI underpins our ability to build mutually positive interpersonal relationships, to express ourselves, be more effective at decision making, handle pressure and improve not only our self-perception but the perception others have of us. In short it helps us be effective colleagues, leaders and people!

#### **Workshop 5 - Influencing and Decision Making**

Everyday we negotiate and influence suppliers, customers and colleagues. This workshop will develop and enhance the critical skills needed when you need to influence, negotiate and ultimately make decisions based on those conversations. You will understand and appreciate the way to approach problems, look at various types of solution focused techniques, recognise the steps involved and then how to work with others strengths through negotiation and conflict management to reach mutual agreement. The key objectives for this workshop are:

- Approach problems with a proven methodology that delivers the best decisions.
- Be able to influence others to agree with your thinking by using their personality triggers.
- Overcome resistance and potential conflict.
- Understand the elements of negotiation and how best to apply them to achieve a mutually acceptable solution.

#### **Workshop 6 – Empowering Performance**

Being able to instil confidence, to handle people sensitively, to deal with pressured situations and strong personalities are all key to the way you influence and lead others – especially in times of change, uncertainty and conflict. The key objectives for the workshop are:

- Influence others through effective positive and constructive feedback.
- Use a coaching approach to increase performance and engagement.
- Recognise different motivators and work effectively with staff.
- Adapt conflict management styles and use EI to reach an more effective outcome.

#### **Workshop 7 – Balanced Leadership for Employee Engagement**

Balancing the concurrent needs of the team, the individuals in the team and objectives underpinning the vision means taking a group of disparate people and getting them to work together. Engaging those individuals to work co-operatively to a shared vision requires an inspirational leader whose qualities will now be evident. Using the latest research we start the journey of engagement and link it with adaptive and distributed leadership to provide a model that will succeed in the constant change and commercial challenges every leader faces. The key objectives for the workshop are:

- Reflect upon the characteristics of a high performance team and how to get there.
- Understand the model of employee engagement to enhance team performance.
- Create a personal leadership style that draws on all of the adaptive elements of this programme.
- Understand the 7 learnable skills of resilience and create a personal plan to get there.

### **Making a Difference (MaD) Phase**

Upon completion of the 7 workshops, delegates implement a Making a Difference (MaD) project to provide a measurable return on the investment made in them. The proposed project normally reflects a high level change and/or improvement and provides managers with the opportunity to lead the project and by doing so embed their leadership skills.. Previous projects have focused on department restructuring, reducing supplier costs, improving productivity or output, improving business system or process efficiency, increasing sales revenue, improving customer care and reducing operating costs.

The MaD Phase is normally between 90 to 120 days but can be extended depending upon personal situation and project.

### **Manager Review**

A one-to-one development review is conducted between Tutor and Manager to discuss the participant's development, clarify objectives and identify additional support that may be required through the Making a Difference project phase. The Tutor will normally at this stage provide feedback on the participant's current performance and facilitate the completion of a mentor action plan.

### **Business Project Review**

A one-to-one coaching session is conducted between Tutor and Participant to review the progress of the Business Change Project and identify additional support required. The Tutor will normally at this stage provide feedback from the Mentor Review (if not already provided by the Mentor) and prepare the participant for Workshop 8.

### **Workshop 8 – Making a Difference**

This concluding workshop provides each participant with the opportunity to provide feedback on their change project and receive positive recognition from both management and peer group. The key objectives for the workshop are:

- Present and reflect upon personal achievements from a strategic change project.
- Recognise personal area of growth from adopting a change in behaviour and/or leadership style.

### **Investment**

Total investment for this programme to be delivered internally to your organisation is £11,880. Based on a group size of ten persons, this reflects an investment of £1,188 per person. This cost includes all relevant materials, customisation of content to reflect organisations values, policies and procedures, but excludes any costs associated with the venue.

## ilm Accreditation (optional)

There are two options for delegates to gain ilm recognition for their learning and development.

- For an additional investment of £119.00 per person, and on successful completion of this programme, associated action plans and initiation of a Making a Difference Project, the Institute of Leadership and Management (ilm) will acknowledge the participant through the Endorsed (Level 6) Certificate.
- For an additional investment of £460 per person, delegates can achieve the ilm Level 5 Award in Leadership & Management by submitting the following two formal assignments:
  - Leading Innovation & Change (5 Credits)
  - Becoming an Effective Leader (5 Credits)

Included in both these options is 12 months membership of the Institute of Leadership and Management, providing access to a comprehensive range of online support materials, self-assessments, study guides, pod-casts and continuing professional development activities. This comprehensive on-line learning facility will support delegates in achieving the proposed ilm leadership and management qualifications.




**Activate your FREE learner membership NOW**

**Why join?**

Get access to a range of expert resources to help with your learning including journals, guides, case studies, videos, articles and events.

Be part of our community of over 27,000 leaders and:

- Get access to a range of online resources to support your learning
- Network with like-minded professionals at our events and learn from industry practitioners and experts
- Keep informed of the latest thought leadership and trends affecting leadership practice through the Edge journal and our cutting edge research
- Access careers guidance and plan your future goals
- Get fast track recognition for your achievements on completing your studies with professional membership and certification

**What you need...**

All you need is your enrolment number.

If your tutor has already provided us with your email address – check your mailbox – we will have sent you an automatic activation link directly.

**How to activate:**

Download the ilm app from the App Store or Google Play. Scan your QR code to activate your membership. Or visit <https://www.instituteforleadership.com/membership> to activate your membership.

Turn over for more information

Inspiring great leadership. Everywhere.