



## The New Leader

### 3 Days

#### Introduction

We have a wealth of experience at handling day to day management issues and are now ready for a bigger challenge. Are there extra skills they need to acquire to prepare them for the next level of leadership?

There may of course be some technical skills that are industry or company specific. In fact the further up the company ladder one goes the less one is required to use technical skills. But are there universal skills that apply regardless of industry or company? One of them is communication. The more senior the position the more the task is about getting results through others using communication and influencing skills.

This programme is about exploring and mastering those skills that will comfortably take you to the next level of competence – from professional to leader. To know how to communicate effectively within an organization we must begin with a robust review of the core skills of managing people such as goal setting, delegating, and all the subsequent follow up, control and review processes that keep individual team members on track.

It then gives participants an insight into what drives individual behaviour. Next it helps participants to pinpoint the cultural style of their organisation and understand the inherent strengths and weaknesses of that culture. The programme then examines team dynamics in the context of the culture and looks at functional and dysfunctional behaviour and how dysfunctional behaviour can be reshaped. It also highlights how easy it is for the leader to unwittingly set people up for failure and how this can be avoided. The whole complex area of motivation, reward and getting the best from the team is explored in detail. Some of the motivational ideas explored are counter-intuitive. Without a good understanding of these areas, good communication will be difficult if not impossible.

Influencing skills becomes a critical issue when you are trying to persuade those above you to take certain courses of action. Powerful weapons of influence will be revealed and applied to different styles of decision makers who are influenced in different ways.

Whereas management is about maintaining the status quo leadership is about creating change. This programme helps leaders to understand the difference and equips them with a range of communication styles and tools to make that happen.

Finally participants spend some time making action plans for what they want to change when they get back to their own environment.



## Objectives

**By the end of this programme participants will have learned to make the transition from professional to leader by:**

- Ensuring that they have the core skills of management in place
- Understanding what drives individual behaviour
- Analysing the culture of their organisation and recognising its strengths and weaknesses
- Exploring team dynamics and discovering their own preferred team roles
- Having a range of tools to motivate and reward performance
- Becoming aware of the techniques of influencing and how they are best used to persuade different styles of decision makers
- Acquiring a range of communication styles and being equipped to make an informed choice as to which one is most appropriate in different situations
- Having a framework for implementing successful change programmes backed up by compelling communications
- Preparing an action plan

## Organisational Impact

Employees who attend this programme will be motivated and confident to move up to the next level. They will have the competence to avoid common pitfalls at the more senior level through their greater understanding. They will be equipped to make a significant contribution to moving their organisation in desired directions and steer their teams through complex scenarios.

## Personal Impact

Participants will leave the programme with new insights into their preferred leadership and communication style and a range of other styles that will be more appropriate in certain situations. Accordingly they will improve the prospect that those whom they lead will want to follow them even through complex change. They will also have refined their ability to influence senior management peers and subordinates.



### **Competencies Emphasized**

- The Core skills of management
- Understanding people
- Assessing your organisations culture and its implications
- How group dynamics affect team work
- How to get the best from your team
- Influencing upwards
- Leadership that inspires
- Successful change management
- How effective communication skills make the above possible

### **Training Methodology**

Training input will consist of robust theory, role plays, case studies and self revealing questionnaires. Learning will be enhanced through active involvement in exercises followed by review. Opportunities for self assessment will be provided and feedback on individual and group performance will be encouraged. Participants will work on their own individual team issues during the programme.

### **Who Should Attend?**

**This seminar is designed for:**

- Those who have some experience at supervisor / professional level and are ready to take on a wider role
- Those who want to make the transition from competent professional to inspirational leader
- Those who need a deeper understanding of what drives individual behaviour and group dynamics
- Those who need to hone their influencing skills to get results that matter
- Those about to embark on leading a change programme within their organisation



## SEMINAR OUTLINE

### DAY 1

#### **Working with Teams**

- Changing skill needs
- Core skills for managing a team
- Key traits of a real team
- Getting the best from your team
- Setting goals
- Personality types and traits
- Tools for understanding team performance
- Getting the best from your team

#### **Understanding People**

- Effective staff selection
- Motivating individuals
- Coaching people
- Performance management
- Dealing with poor performance
- Delegation skills
- Persuasion and influencing skills
- Understanding body language

#### **Organisational Culture**

- Types of organisational culture
- How does culture come about
- Developing organisational culture
- Changing corporate culture



## **DAY 2**

### **Leadership That Inspires**

- The difference between Management & Leadership
- Leadership and emotional intelligence
- The effects of different leadership styles on organisational climate
- Comparing management with visionary leadership
- Characteristics of visionary leaders
- Characteristics of a good vision statement
- Communicating your vision
- Leaders who are effective at communicating their vision and inspiring people
- Ethical political behaviour
- Trust orientation profile
- Managing upwards

### **Personal Skills**

- Assertiveness skills
- Delegation skills
- Motivation skills
- Risk Management

### **Presentation Skills**

- Profiling your audience
- Focusing on key themes
- Inspiring and influencing your audience
- Making a presentation memorable
- Professionalism in public speaking
- Controlling nerves

### **Meetings**

- The characteristics of effective meetings
- Comprehensive steps for organizing a meeting
- How to create and utilise an agenda and minutes
- Leading a meeting - from the chair or from the floor

## **DAY 3**



### **Managing Change Successfully**

- Sources of resistance to change
- Preventing resistance and encouraging effectiveness in coping with change
- Choosing a strategy to implement change
- The steps in a successful change programme
- Membership of the team leading change
- Communicating change – the steps involved
- Mastering the art of speaking as a change leader
- Sustaining change efforts

### **Action Planning**

- What have I learned about leadership that I want to apply back on the job?
- Can I paint a compelling picture of success?
- How should I go about implementing it?
- What barriers might I come up against and how might I overcome them?
- Who might be my allies and how do I build their commitment?
- When will I start and when will it be implemented?
- How can I use my communication skills to go forward?