



Fundamentals of Leadership

a 2-day programme



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Overview

The aware leader understands how their leadership style impacts not only on their personal effectiveness but also on their team.

This programme enhances self-awareness and develops interpersonal skills and techniques that managers use to influence and engage successfully with others.



The programme includes enough underpinning theory to ensure thorough understanding, but the main concentration is on participative, active learning and the knowledge and skills that are immediately applicable to for those in leadership and management roles.

Who Should Attend?

This two day programme is suitable for anyone in a leadership position who has not previously completed formal leadership or management development. It is equally suitable for those who wish to refresh their leadership skills.

By the end of the programme participants will:

- Be fully aware of the differences between leading and managing and how to adapt style and behaviours to maximise personal effectiveness
- Have learned how to keep an appropriate balance between getting the job done, maintaining team & motivating individuals
- Be aware of how their behaviour affects the actions of others and know how to flex those behaviours in a wide variety of situations
- Understand the benefits of being assertive and have developed assertive behaviours
- Know how to challenge other people and receive challenges constructively
- Understand how to evaluate the contribution that individuals make to a team
- Have devised a strategy to maximise motivation of the team and individuals in it
- Know and be able to demonstrate practical ways to build and maintain an effective team
- Have prepared a personal action plan to enhance personal and team performance



Programme Content

- Welcome, introductions and programme objectives
- **Essential differences between the roles of management and leadership** - many managers, particularly those new to the role, see management as simply telling their people what to do. This first session opens up thinking about the differences between managing and leading and the relevance and importance of each. How much of my job is 'doing', how much 'managing' and 'leading'
- **Assess your own preferred working style and its strengths** - using an effective and simple analysis tool participants learn that in their leadership role they have to be aware of different work styles and how to deal with different people in different ways to get the best from them
- **Know your limitations and learn to manage them effectively** - linking to the working styles analysis, delegates learn to work to their strengths and how to accommodate their weaker areas using the 'Sword and Shield' concept
- **Understanding how your style of operation impacts on others** - the PUSH-PULL model underscores that either style works, adept leaders choose and use the right style at the right time
- **Understand Adair's Action Centred Leadership principles and how to apply these in real life** - balancing attention to Team, Task or Individual is a key skill for leaders in fast moving pressured environments – awareness of how to achieve that balance increases effectiveness
- **Keeping an appropriate balance between getting the job done, maintaining the welfare of the team and the motivation of its members** - linking with Adair's model, delegates work to devise ways of achieving balance
- **Understand how your behaviour affects the actions and motivations of others** - exploring the Assertive – Passive continuum and the Parent, Adult and Child behaviours reveals alternative approaches to gain sustained cooperation, minimise conflict and maintain a strong team spirit



- **Become prepared to challenge and be challenged constructively to achieve full potential at work** - using feedback as a GIFT is a skill delivered by this programme. Whether it be constructively criticising or warmly praising, either wins cooperation and improvement. Participants learn how to both give and receive feedback in a practical session particularly when they may be dealing with a strong or challenging team member
- **What motivates people and, as a manager what can you do with this knowledge** - exploring the key motivational techniques and theories and how they apply in delegates own working environment. Participants consider the motivational tools that are already in place and others that they can adopt to vary their style to match the motivations of different team members
- **Exploring team roles using Belbin's team role theory** - linking to other aspects of self understanding and behavioural awareness delegates gain an understanding of Belbin's work and how they can apply that knowledge to the effective development and maintenance of their teams
- **Be able to use knowledge of team-roles to build an effective team** - balance in a team is a key aspect of building and maintaining its strength. Delegates analyse their teams and make decisions on what to do to maintain highest productivity
- **Create and share a personal action plan and commit to transfer learning projects or assignments** - the value of this programme is in the way it is transferred into observable, measureable actions at work. To ensure this is done, the facilitator gains commitment of each participant to an action plan for change. Plans are later shared with delegate line managers who are able to support their transfer learning

Programme Style

The style of this intensive programme is to engage and to build knowledge and skills with minimal lecture and maximum interaction. We aim to leave people feeling inspired and to make a real difference to your organisation. Activities include:

- Input, guidance and facilitation by the trainer
- Group discussion and debate
- Sharing of experiences
- Individual and group exercises working on organisational-specific coaching activities
- Observation of activities and feedback
- Time for reflection and planning



Rightrack Membership: Post-Programme Support

Everyone who attends a Righttrack programme automatically receives Righttrack Membership. This allows them to contact their trainer if they have questions or are having difficulties putting into practice what they have learned. They also have access to our dedicated delegate website, which includes downloadable programme materials. This is valid for life.

Additional Information

What is the programme duration?

The programme is delivered over two days at a time to suit you. The timings are usually 9.00 a.m. to 5.00 p.m. with refreshment breaks and lunch.

Who will the facilitator be?

The training specialist will be hand-picked by each customer's personal project manager to ensure their style, approach and industry knowledge is matched with both the organisation and the audience.

Where and when is the training?

The programme is either delivered at your premises or a venue of your choice. When is entirely up to you, we can work with you to agree suitable timings.

How many delegates can attend?

This programme can readily accommodate small groups of six delegates or less and up to a maximum of 12. Please call us to discuss larger group sizes.

What materials are available?

All delegates receive workbooks and handout notes, notes are downloadable from the Righttrack website (see Membership) as well as a personalised certificate of attendance.



Choice of Programmes

Righttrack provide a wide range of flexible management and leadership development programmes. For more information please call us on **01527 595955**, email enquiries@righttrackuk.com, or visit the Management section of our website:

<http://www.righttrackconsultancy.co.uk/training/management-leadership-training/index.php>