



Leadership Uncovered

a 3 x 2 day modular programme



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Overview

Leadership Uncovered is a 3 x 2 day modular programme designed to progressively develop an understanding of the key knowledge and skills required to be a successful leader. Modules can either be purchased individually or as a complete leadership development package.

The highly interactive content focuses delegate leaders on exploring their leadership attitudes and behaviours, which amounts to approximately 60% of the programme. The remaining content is focussed on developing leadership skills.

The purpose of the programme is to develop self-awareness and different leadership approaches to suit different challenges and situations. The structure allows for individual work-based assignments to be implemented between modules and reviewed at the next module.

Who Should Attend?

The programme is for anyone in a leadership position and is aimed at team leaders, supervisors and managers who have line management responsibility for individuals and teams. No previous formal management or leadership training is necessary.



By the end of the programme participants will:

Module One: Leading Self

- Understand why and how organisations set a strategic vision
- Appreciate the role that you have in contributing to the development of the organisational vision and in identifying your team's contribution to achieving it
- Prepare to develop your departmental or team vision and goals to help achieve the organisational mission
- Plan and communicate the departmental vision and goals so that each team member understands their role in achieving them
- Develop understanding of how beliefs & values drive behaviours
- Explore a mechanism by which to stop reacting and start responding to situations



- Gain an insight into Intention vs. Perception and the impact this can have on your leadership style
- Identify own personal leadership style
- Consider how you project yourself to others as a leader
- Develop effective communication skills

Module Two: Leading Others

- Understand the difference between management and leadership
- Explore the key roles individuals play within a team environment
- Explore the importance of leadership behaviours and positions
- Identify a range of different approaches to influencing
- Understand how to set clear and meaningful objectives for individuals and teams
- Utilise performance management within the team
- Understand a practical approach to engaging and empowering teams in order to achieve positive performance
- Utilise motivation theory within a practical environment
- Develop coaching skills to improve performance of individuals and teams
- Develop effective feedback skills

Module Three: Leading Change

- Understand the need for continual change in any organisation in response to internal and external factors and that new initiatives must align with the organisational goals and strategies
- Access, analyse and define problems and use creative approaches to identifying solutions
- Use a variety of problem solving tools and techniques
- Be aware of the importance of teamwork, leadership and communication in solution and change implementation
- Know how to maximise positivity and motivation levels when faced with change
- Be prepared to transfer the learning from this module to current and future problems and changes

Programme Content

Module One: Leading Self

- Introduction, welcome, house-keeping and ice breaker
- Overview of the modules / module one
- Why organisations set strategic objectives – Vision, Mission and Values, and how an organisation plans to deliver these
- Understanding how to translate goals to front line teams
- Defining Key Result Areas / Measuring Performance
- Setting SMART objectives
- Assumption busting techniques
- Constructively challenging ideas and plans to achieve workable solutions
- Maximising workforce capability
- Understanding the difference between efficiency and effectiveness
- Understanding personal strengths and weaknesses as a leader
- Adair's Action Centred Leadership model
- How our personal values shape and drive our behaviour
- Exploring the difference between intent and impact
- Effective interpersonal communication
 - Albert Mehrabian communication models
 - Significance of tonality and body language
 - Effective interactions using the Transactional Analysis model
- Reflection on personal relationships
 - Role mapping relationships and evaluating individually
- Good intentioned feedback technique
 - Understanding Trigger / Filter / State model
- Personal Action Planning to apply learning
- Overview of the work based assignment

Module Two: Leading Others

- Overview of the module
- Review of assignment from previous module – successes & challenges
- The characteristics of Leadership vs. Management
- Belbin Team roles and their relevance within the business environment
 - Personal strengths and allowable weaknesses of Belbin's Team Roles
 - Practical exploration of team roles and team effectiveness
- Team development process
 - Stages of Team Development
 - Personal reflection in regards to their own work based team
- Establishing relationship potential
 - Making connections with individual team members
- Introduction to the three different leadership positions
- Personal influence styles and behaviours
 - Influence Styles Questionnaire – Peter Honey
 - Push and Pull behaviours and appropriate usage
- The links between motivation and performance
 - Understand what motivation is
 - Engaging and motivating team members
- The cascading nature of objectives – achieving organisational alignment
- The Performance Management Process
- Agreeing meaningful targeted objectives
- Dealing with under performers
 - The effect of doing nothing
 - Getting performance back on track
- Maintaining and engaging over performers
- Effective feedback technique
- Investigating in human capital
- The leader as a coach
 - GROW model of coaching
 - Practical application of GROW
- Introduction of work based assignment
- Personal action planning

Module Three: Leading Change

- Overview of the module
- Review of assignment from previous module – successes & challenges
- Understanding change and it's place inside organisations
- Factors that drive change
- Experiences of change – which changes, what for, how effective?
- Case study – to contextualise learning
- Effective problem solving and its role in continuous change and improvement
- Problem identification
- Golden rules for problem solving
- Using problem analysis tools
- Identifying solutions use of creative methods
- Stakeholder analysis
- Risk analysis for the implementation of a solution or change plan
- Implementing effective solutions
- Selecting the most appropriate solutions
- Planning implementation processes including:
 - People
 - Processes
 - Resources
- Understanding the Change Curve
- Understanding the pitfalls of change
- Communicating the change
 - Maximising the message
 - Minimising resistance
- Setting meaningful targets to encourage change
- Positivity and motivation in relation to implementing change effectively
- Module summary and assessment



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 activities
- Observation of activities and feedback
- Time for reflection and planning
- Individual and group exercises working on organisational-specific activities
- Practical work-based assignments
- Action plans

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.





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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.

To review the success of Righttrack projects visit the website to review client case studies:

<http://www.righttrackconsultancy.co.uk/about-us/case-studies/management-leadership-training-casestudies.php>

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>
