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StraConsult Ltd
Leadership & Management
A Two-Day Programme
21st & 22nd June 2019

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1 Introduction

This two-day programme is suitable for those new to a leadership or management role or for experienced managers – we tailor it to suit the level of experience of those in the room on the day and there is plenty of opportunity for coaching around individual issues.

2 Learning Outcomes

As a result of attending this programme delegates will be able to:

- Understand the leadership and management role and responsibilities
- Recognise the qualities and strengths they have as a leader/manager
- Explore the communication dynamic
- Understand how to get key messages across clearly and concisely
- Delegate and set expectations for staff
- Develop their ability to influence, motivate and inspire others
- Understand how to give effective feedback and manage performance
- Enhanced working relationships with different styles
- Deal with difficult people and situations
- Explore what motivates themselves and others
- Develop their own personal coaching style
- Understand how to defuse and manage conflict
- Manage periods of change
- Understand the dynamics of decision making
- Prioritise and manage time effectively
- Gain increased levels of confidence

3 Pre-Programme Work

1. Come prepared to discuss situations or personality types that you find difficult to deal with – if you have specific examples that's even better.
2. Think of at least one workplace situation that you, or someone else, managed badly and one that was managed well.



4 Programme

DAY ONE

Introduction

Welcome

An introduction to Aspire Leadership and how we will work with delegates on this programme.

Some of our guiding principles:

Everyone is different. Awareness is the first step of the journey

Knowing who and how you are in the world allows you to respond rather than react. Everyone has the ability to change their world

During the programme delegates will work in pairs, in small groups or as a whole unit. We'll work to ensure each person gets the best from the programme and understands how to use the awareness and strategies we are offering.

Delegate Focus

An opportunity for delegates to say what they want from the day.

Breaking the Ice

A light-hearted, energetic icebreaker to kick off the day. We will use energisers throughout the programme to enhance the learning process and keep everyone awake and engaged.

The Leader/Manager Roles

Definitions

If we are going to spend two days discussing leadership and management, it's really important that we understand what we mean by the terms.

Starting from simple definitions of the purpose of leadership and management, we discuss the differences in the roles and build a picture of the specific responsibilities and qualities of an effective leader/manager.

We include a discussion on generic issues too – like Health & Safety, KPIs, Quality and Staff Welfare.



Leadership Styles

There are many different ways of leading and successful leaders have used a range of different styles from the dictatorial to the laissez-faire, and different arenas from the world stage to the school football team.

In this practical exercise delegates will make a list of prominent leaders and use them to explore different styles and the strengths, qualities and behaviours associated with them.

The Ideal

Then we make it personal! We distil the essential qualities of a good leader/manager and ask the delegates to identify two or three qualities they already have themselves.

From Transformational to Transactional

Some people are good at big picture stuff, hearts and minds and inspiring people. Others understand the detail and know how to get things done. Leader/managers will be called on to bridge the gap – moving from one to the other.

We introduce a model that incorporates both and look at how to go from big picture to detail and back again! We then link the model to strategic intent and operational tactics.

Communicating as a Leader/Manager

Dynamics of Communication

We look at the communication matrix and what goes into the interpersonal communication dynamic with particular focus on leadership and managing people in the workplace.

Rapport Building

Here delegates practice a series of simple tools for creating rapport.

Building Bridges

We use a set of visuals to demonstrate that everyone sees the world differently and has their own truth. We look at how seeing this is a key leadership and management skill



Making the Impact you Want

We have a series of exercises that explore how to access and turn up and down different resources and qualities. Things like:

Authority

Responsibility

Approachability

We will explore where and how delegates are already effective and authentic and where they can develop new areas, or bring to the fore existing skills, in order to excel in the leader/manager role

Being Responsible

This exercise explores the difference between blame and responsibility, and the effect on reputation and on staff of the leader/manager giving blame or taking responsibility.

Confidence

Confidence is a very useful resource for a leader/manager. In this fun and practical exercise we explore the nature of confidence and how to alter other people's perceptions of an individual's confidence level.

Getting Things Done

Setting Objectives

First things first, before anyone can manage anything everyone has to be clear about what needs to be achieved.

There are lots of different terms used in the workplace like objectives, end goals, KPIs, aspirational targets and performance measures; and models like SMART-ER and GROW. So what do they all mean?

We take a look at setting objectives and expectations with some practical exercises.

A Coaching Approach

In this exercise we will explore a few different styles of management – from the dictatorial to the facilitative, before examining what it means to take a coaching approach and why that might be a good thing to do from time to time. Using real examples from the workplace, we will explore coaching-related issues like: Building Trust; Questioning techniques, Active Responding & Recognising boundaries.



A model for Clarity

Why does communication go wrong? You can be sure it will from time to time! In this exercise we explore how and where it goes wrong and then look at how to limit the damage.

We provide a simple five-stage model for making things clear.

Exploring Motivation

One Step Forward and Two Back

We have a fun exercise where a willing volunteer will practise influencing others in the group to do something and notice the impact. They can change tactics to see what works and what doesn't, using anything at their disposal to get what they want.

Persuasion

Off the back of that practical demonstration we'll explain the underpinning theory of persuasion – starting with Aristotle over two thousand years ago and bang up to date with Cialdini and his research.

Motivation

Influencing and motivating are related but not quite the same, so in this exercise we explore the nature of motivation and how you can uncover and push buttons on people so they want to do the things the leader/manager wants/needs them to do.

Tapping into Values

So many things are underpinned by our values – our personal brand, motivation, conflict, etc.

In this exercise we explore how values impact on everyday working life and how they can be used to unlock motivation in ourselves and others.

Managing Performance

An Effective Appraisal Meeting

We explore the reasons for appraisals and how to manage an effective appraisal meeting.



First Principles

Giving feedback on performance is often a thorny issue. Some of the issues we consider include:

What stops us giving feedback?

We explore Good News – Bad News – Good News thing? Or is there a better way?

When is a good time to give feedback and when isn't?

What if you've told them already and it's nothing's changed?

The Good News

Sometimes leaders/managers are reluctant to recognise good performance for fear of sounding patronising. So in this exercise delegates will practice: Patronising – Praising – Acknowledging

Getting the Message Across

We have a three stage model for giving feedback that can have an infinite number of variations depending on personal style:

Nipping in the Bud

If the situation warrants it the first approach might often (not always) be a soft one, so our first tool focuses on getting the message across in a clear and gentle way:

Observation – Suggestion – Benefit

Stepping it Up

Then we look at all the different ways there are of making the message stronger until the person takes notice.

Consequences

And finally, if they don't change their ways...

Round Up of Day One

Final questions are taken and overnight activities/preparation for Day 2 given



DAY TWO

Change Management

The Change Journey

There are lots of models for representing the journey people go on when faced with change – whether the change is a positive or negative one. We let delegates construct their own!

We ask what was the emotional journey and what helped them to come out of any troughs? We then apply the insights gained to change in the workplace using the ADKAR model.

Managing Change

We have created an effective seven step process for managing change that delegates will practice applying to a real change situation.

Dealing with Uncertainty

We provide delegates with a tool kit for dealing with uncertainty and the opportunity to relate it to their individual workplace situations

Time Management

We explore both the practical and psychological side of time management.

Prioritising

We have a couple of simple models to share around time management and prioritisation that delegates will apply to their real time management issues so they have a visceral experience of how they work.

Procrastination

Procrastination is the thief of time! How true that can be. So in this exercise we identify all the ways in which delegates procrastinate and then explore two ways to deal with them.

Managing Expectations

An important part of time management is managing the expectations of those around you. In this series of exercises we explore different ways to



set boundaries and manage expectations in a way that is professional, helpful and appropriate for delegates.

Chunking Up and Down

This simple concept is really useful for making sense of what you are doing – the purpose – and for working out how to go about it – the detail. We will practice applying the principles to real situations from the workplace.

Dealing with Conflict & Difficult People

Different Strokes

An exploration of how people differ – pulling on Jungian theory to have a simple model for different personality styles.

Active Listening

Making sure the other person feels heard is a simple but invaluable technique that can build relationships and can often defuse conflict.

Holding an Intention

We all impact on others throughout our lives sometimes the effect can be quite random. So we will explore the power of intention when giving feedback to others and see how the impact varies with a different intention and a different intensity.

Delegates will apply the technique to difficult conversations to see how it helps.

Acknowledging Their Truth

Everyone has their own truth. In this exercise we use some simple visuals to explore that idea and the impact of acknowledging the other person's view of the world.

Mediating

When delegates feel caught in the middle – how to manage the dynamic.



And Finally

Action Plans

The work of the two days will only mean something if delegates can commit to using it. So in this final exercise they will be given the option to set an action plan to use their learning in real situations in the near future.

Take Aways

We will provide each delegate with a USB stick with the programme documentation.

They will be given a link to our blog on our web-site where we regularly post thought provoking articles and links to other writing we have found interesting and relevant.

Round Up and Close

