N835: Senior Leader Development Programme

Instructor(s): Andy Beech, Steve Stowell and Guests

Format and Duration
Classroom - 5 Days

Summary

This is a course specifically designed for senior leaders. It is designed to develop the leadership capabilities of the senior leaders in several key areas. These include creating a culture of performance, increased openness and feedback, managing upwards and leading change. This is a development program rather than just a course and includes 360 feedback, coaching skills assessment pre and post course as well as post course personal coaching.

Learning Outcomes

Participants will learn to;

1. Integrate behavioural styles into their leader behaviours.
2. Manage and lead their people using the performance management process.
3. Increase the quantity and quality of performance discussions throughout the organisation.
4. Develop a coaching culture within their area of influence.
5. Design and implement change.
6. Instigate open and honest conversations throughout the business.
7. Gauge their leadership effectiveness and design a personal leadership development plan
8. Manage internal stakeholders and influence upwards more effectively.

Training Method

A five-day classroom course. The course uses a comprising a combination of assessments, teaching, case studies, demonstrations, group discussions, presentations action planning and post course coaching to ensure that participants learn and develop the confidence to use the various principles and techniques described.

Who Should Attend

Senior managers as identified.

Participants will need to complete the following in advance of the course:
1. Insights Discovery Questionnaire
2. 360 Survey
3. Coaching Skill Assessment

Course Content

Pre-programme:
• Complete a 360˚ feedback assessment
• Complete an Insights Discovery questionnaire
• Coaching skills benchmark assessment

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Module One: Insights Discovery
Objectives
- Greater understanding of self
- Greater understanding of others
- Ability to connect and relate more effectively with others
- Greater utilisation of talents and differences within the team
- Provide a "language" for feedback, communication and personal conflicts
- Building your leadership capabilities

Core Content
- Programme Introduction by Senior Manager within the business
- Perception: its role and implications
- Introduction to colours a language for behavioural preferences
- Introversion and Extroversion
- Thinking and Feeling
- More effective communication
- Understanding your personal profile
- Implications of personality for leadership styles

Module Two: Inspirational Leadership
Objectives
- Understand leader behaviours and the impact on people and business performance
- Understand the short and long term impact of leadership capability on people and business
- Map personal capability to that of a leadership framework
- Feedback on leadership capability

Core Content
- Findings from the book "First, Break all the Rules"
- What can we learn about leadership from personal experience
- Experiential exercise on leadership styles
- Personal reflection on leadership capabilities and map to that of a role model
- Receive and review their 360 feedback
- How to maximise engagement

Module Three: Performance Management – Getting the Best from your People
Objectives
- Competent and confident to use Performance Management principles and processes to get the best from your people
- To develop a departmental vision that is aligned to divisional/company vision
- To ensure objectives are fit for purpose
- Write a personal development plan
- Use the 9 Box grid to identify potential and manage talent
- Raise ability to assess performance

Core Content
- What/Why/How of best in class performance management
- Experiential exercise regarding the power of objective setting
- Practical session to develop a departmental vision
- Developing departmental metrics and objectives for our people and us. When to use inputs and outputs
- What makes a great development plan and why they are important
- Talent management and using the 9 Box grid to map the potential of our people
- Practical assessment of performance. The role of competencies in measuring performance

Module Four: Leading Through Change
Objectives
- Understanding the change curve and the effect this has on behaviour and performance
- Ability to use a model of change in a business setting
- Stakeholder analysis tools
- Use change leadership action plan: Communicate, Model Reinforce
Core Content
- Experiential exercise where we experience change and the effect on behaviour
- The change curve
- Stakeholder analysis
- Build a model of change and compare to Kotter's Model
- Develop a change leadership action plan

Module Five: Situational Leadership II
Objectives
- Understand the key roles of a leader
- Why leadership is situational
- Understanding directive and supportive behaviours
- Building leadership flexibility
- Gain insight into preferred leadership styles
- Become competent and committed to using performance discussions as a way of the getting the best out of our people
Core Content
- Supportive and directive behaviours
- Diagnosing the development stages (D1, D2, D3, D4)
- Matching our leadership style (S1, S2, S3, S4)
- Use the LBA II questionnaire to identify preferred style
- Experiential exercise for matching and mismatching leadership styles to developmental stages
- Assessing our people's development stages for various tasks

Module Six: Leader as Coach
Objectives
- Understand the importance of coaching on performance and motivation
- Become competent and confident to use the 8 Skill Coaching® model

- Gain feedback on their coaching skills
- Become experts at using behavioural feedback to enhance performance
- Using Johari's Window and the importance on performance

Core Content
- What is coaching, why it's important, when we can use it.
- Audio capture of coaching skills
- The 8 Skill Coaching Model
- Coaching skill de-brief
- Team coaching
- Deepening our understanding of coaching skills
- Experiential exercise demonstrating the value of behavioural feedback on performance
- Practicing feedback
- Johari's Window and people development

Module Seven: Managing Upwards
Objectives
- Understand the circle of concern and circle of influence
- Working out who has power and who has influence
- Navigating the political landscape
- Using Insights for effective communication
Core Content
- Covey's circles of concern and influence
- Stakeholder and influence mapping
- "What keeps you boss awake at night?"
- How Insights can be used to improve communication with managers and peers

Module Eight: Developing Business Acumen Objectives
- Building our commercial awareness
- Raising our financial knowledge. What are the financial implications of our decisions and behaviours
- Improve personal effectiveness by understanding the internal political landscape
Core Content
- Business simulation game
- Exercise to help understand and quantify the financial impact of our decisions
- Use stakeholder analysis tools and influence/power maps to build our personal circle of influence
Action Plans
Objectives
- Peer reviewed personal action plan for next 100 days
Core Content
- Write and present a personal action plan and share with group of colleagues
Post-programme:
• 1:1 coaching sessions
• Review of action plan with manager at one and three months

• Coaching skill assessment one month post programme