

Leadership Development Programme 3 – Leadership for Growth Training (LGT)

1	Workshop Deliverable	Methodology	Outcome
	<p><b>Fundamental Leadership Skills</b></p> <p>6 hours</p> <p>4 hours</p>	<p>This element consists of a number of workshops which addresses the areas of Leadership most critical to the success of the Leader, the team and the organisation. The topics covered are as follows:</p> <ol style="list-style-type: none"> <li>1. <b>The Foundations of Leadership and Teams</b> <ul style="list-style-type: none"> <li>• Investigate what 'Leadership' means in today's businesses, and how it differs from yesterday's concept of 'Management'.</li> <li>• Gain insight into the indirect control, or influence, we have over colleagues and the results of the team.</li> <li>• Consider the value of working in teams, and what a team needs in order to function successfully.</li> <li>• Gain an understanding of 'Employee Empowerment', and the Leader's role in inspiring people to perform at their greatest potential.</li> </ul> </li> <li>2. <b>Communication and Meetings</b> <ul style="list-style-type: none"> <li>• Investigate the types and frequency of meetings we should facilitate with individuals, and the team as a group, for effective Leadership.</li> <li>• Understand that good communication is the cornerstone of effective Leadership.</li> <li>• Enhance rapport-building, questioning, and listening skills to ensure open communication.</li> <li>• Learn how to project approachability and authority via body language and speech techniques.</li> <li>• Identify leader's behaviours which will increase team members' trust</li> </ul> </li> </ol>	<p>During the training, participants will gain a foundation of understanding about the principles and practices of Leadership.</p> <p>These insights will enhance participants' capabilities and confidence, enabling them to be effective leaders.</p> <p>During the training, participants will gain a foundation of understanding about the principles and practices of Leadership. These insights will enhance participants' capabilities and confidence, enabling them to be effective leaders.</p> <p>During the course we will consider what 'Leadership' means, and what the role of the Leader entails. We'll investigate what makes teams successful, and the Leader's role in the team's success. Leadership requires excellent communication, and we'll enhance our questioning, listening, and rapport-building</p>

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	<p>5 hours</p>	<p>and respect for them.</p> <ul style="list-style-type: none"> <li>• Adopt supportive yet assertive approaches to resolving conflicts within the team.</li> <li>• Understand how to successfully facilitate meetings for effective outcomes.</li> </ul> <p><b>3. Developing and Empowering People (training, coaching and delegating)</b></p> <ul style="list-style-type: none"> <li>• Discover the meaning of 'Situational Leadership', and how to employ various styles of Leadership for developing and supporting your people.</li> <li>• Consider the leader's role in skill transference, induction and training.</li> <li>• Discuss what 'coaching' means, and techniques for successful coaching.</li> <li>• Recognise the benefits of delegation for increasing productivity and developing the capabilities of team members.</li> <li>• Discuss the principles of effective delegation.</li> </ul> <p><b>4. Rewarding and Correcting People's Behaviour</b></p> <ul style="list-style-type: none"> <li>• Become aware of the power of reward, recognition and positive reinforcement.</li> <li>• Clarify the distinction between Extrinsic and Intrinsic rewards, and consider ways of maximising the perception of both.</li> <li>• Develop an approach to correcting people's mistakes which leads to improved performance and confidence.</li> <li>• Follow a plan for 'progressive discipline' to address poor performance or misconduct.</li> </ul>	<p>skills, as well as investigating some guidelines for successful meetings.</p> <p>Participants will explore methods of developing and empowering people, through training, coaching, supporting and delegating. We'll discover how to inspire the best performance through recognition and reward, and adopt a supportive approach to correcting mistakes and disciplining people. During the course we'll learn how to prepare for and conduct Performance Review meetings, including content and strategy. We'll also discuss some Time Management and 'Survival tips' to maximise your effectiveness, as well as your enjoyment of the Leadership role.</p>
	<p>6 hours</p>		

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<b>2</b>	<b>Workshop Deliverable</b>	<b>Methodology</b>	<b>Outcome</b>
	<p><b>Develop and Facilitate Vision, Values and Competencies</b></p> <p>6 hours</p>	<p>121 HR Solutions will develop and facilitate a workshop for senior management which will provide support to them in their development of an appropriate vision, values and behaviours.</p> <p>This will be a highly facilitated and interactive day with a clear set of outcomes to be achieved. The onus will be on the team to deliver the outcomes with the experience and support of the facilitator.</p> <p><b>Session Content</b></p> <ul style="list-style-type: none"> <li>• Understanding what makes a vision</li> <li>• Delegates creating vision for the business</li> <li>• Identifying the key values for the business</li> <li>• Developing a range of required behaviours which will later form the basis of a Competency Framework</li> <li>• Developing a communication and implementation plan in order to ensure everyone across the business becomes familiar and is fully aligned with the vision, mission, values and behaviours of the business</li> </ul> <p>121 HR Solutions will provide copies of all materials produced during the day in order to support the communication and implementation plan.</p>	<p>Delegates will have a clear Vision and purpose, list of Values and list of behaviours, which will be firmly underpinned by processes ensuring that all employees will understand the importance and value of their own contribution towards achieving the Vision.</p> <p>Leaders will be empowered and motivated to demonstrate and measure the impact of these behaviours having been involved in their inception.</p> <p>Leaders will have a clear understanding of how they will support the integration of these outcomes and will have a consistent approach to communicating these across the business.</p> <p>Delegates will create a communication strategy which will introduce and familiarise their teams to the Vision, Mission, Values and behaviours as well as ensuring that they are also committed to their responsibilities as effective role</p>

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3.	<b>Workshop Deliverable</b>	<b>Methodology</b>	<b>Outcome</b>
	<p><b>Change Management</b></p> <p>6 hours</p>	<p>Change is something that excites people who love opportunities for growth, to see and learn about new things, or who like to shift the status quo. Some changes, however, are harder to adjust to and lead to expressions of resistance and anger. We can take concrete steps to make change more palatable by understanding people’s hesitation, enlisting the help of others, setting up plans, and managing stressors. These steps can also ensure that desired changes are implemented successfully.</p> <p>In this workshop, delegates will learn how to manage and cope with change and how to help those around them too.</p> <p><b>What is Change?</b> To begin the day, delegates will discuss some basics of change, including definitions and examples.</p> <p><b>The Change Cycle</b> During this session, the workshop will explore the three phases of William Bridges’ change cycle: beginnings, endings, and transitions.</p> <p><b>The Human Reaction to Change</b> This session will look at Daryl Conner’s interpretation of the human response to change through lecture and small group work.</p> <p><b>The Pace of Change</b> In this session, 121 will guide delegates through how different people react to change in different ways and at different times through a lecture and a case study.</p> <p><b>A Four Room Apartment</b> This session will explore change using Claes Janssen’s four room apartment model.</p>	<p>Delegates will accept that there are no normal or abnormal ways of reacting to change, and understand the need to start from the status quo.</p> <p>Delegates will see change not as something to be feared and resisted but as an essential element of the world to be accepted.</p> <p>Delegates will understand that adapting to change is not technical but attitudinal.</p> <p>Delegates will see change as an opportunity for self-motivation and innovation.</p> <p>Delegates will identify strategies for helping change be accepted</p>

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		<p><b>Dealing with Resistance</b> During this session, 121 will examine what resistance is and how we can overcome it to make change stick.</p> <p><b>Adapting to Change</b> This session will discuss how to become resilient to change through a lecture, personal case studies, and group discussion.</p> <p><b>Strategies for Dealing with Anger</b> Change often makes people feel angry. We will look at some ways of dealing with our own anger and the anger of others through lecture and small group work.</p> <p><b>Managing Stress</b> Change can also make people feel stressed. During this session, participants will learn some stress management and relaxation techniques.</p>	<p>and implemented in the workplace.</p> <p>Delegates will learn how to embrace change as a necessary evolution in a business in order to ensure growth.</p> <p>Delegates will gain confidence in applying change management strategies due to the opportunity to focus on achieving desired results and outcomes of change.</p> <p>Delegates will realise that driving successful change occurs only after having applied a structured approach to helping individual employees adopt and use changes proficiently to create the desired impact.</p>
<b>4</b>	<b>Workshop Deliverable</b>	<b>Methodology</b>	<b>Outcome</b>
	<p><b>The role of Leaders as coaches</b></p> <p>6 hours</p>	<p>This workshop will demonstrate delegates' responsibilities as coaches and mentors, increasing self-awareness and understanding of their responsibilities as a leader, as opposed to a manager. Using the online personality profiling report which will have been generated at the beginning of the programme, delegates will be encouraged to examine their leadership style in the context of coaching their team.</p> <p>It will cover:</p> <ul style="list-style-type: none"> <li>Coaching and how leadership style impacts coaching styles</li> </ul>	<p>121 trainers will leave delegates clear on their role in respect of the following:</p> <p>How to provide a supportive and challenging approach to changing or developing leadership behaviours</p> <p>The correct behaviours as a leader in driving forward</p>

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		<ul style="list-style-type: none"> <li>• Team motivation and driving change</li> <li>• The importance of effective role models</li> </ul> <p>An interactive workshop using resources such as:</p> <ul style="list-style-type: none"> <li>• Role play exercises to practice effective leadership skills</li> <li>• Case Studies demonstrating differing leadership styles</li> <li>• A planning exercise so that delegates have an agreed plan for their own personal development</li> </ul>	<p>change</p> <p>How best to motivate to maximise team output and performance</p> <p>Those competencies and behaviours which the best leaders exhibit and how style impacts employee performance and outputs</p> <p>Understanding of the obstacles to achieving effective leadership</p>
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