

Adsidia

Developing people and organisations for excellence



Developing Healthcare Leaders Supporting the Leadership Qualities Framework

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Adsideo: (Latin)

To come alongside someone

Adsidia Limited is born out of more than 15 years of experience delivering personal, professional and organisational development and mentoring services to both individuals and enterprises.

Services have been provided in both practical and academic modes and have been delivered internationally in West and East Europe, Africa, The United States, South America, Asia and S.E Asia .

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Leadership in Healthcare

Adsidia's goal is to make a difference to people because regardless of how good an organisation's services and processes may be; it is their people who are the root of effectiveness and success. This is never more so than in the complex, people-orientated sector of healthcare.

The Leadership Qualities Framework recognises the importance of leadership at all levels of the NHS. Indeed exemplary leadership practices are the essential ingredient of excellence; creating a highly engaged staff, committed to the delivery of excellent services. Exemplary leaders provide a role model, empowering, envisioning their people, celebrating their success and encouraging innovation to "raise the game" to new heights. It is the art of enabling people to work creatively, collaboratively and effectively to achieve goals and deliver excellence in service.

Leadership enables the transition from a disengaged to a fully engaged staff, recovering and refocusing the energy that is so easily lost to the lack of cohesiveness and indecision which emerges from confused roles, unclear goals, conflicting objectives and poor communications. All of which result in poor motivation, lost productivity, lost quality and consequently a less than excellent service. The benefits can be seen in improved morale and commitment, enhanced team work and collaboration, creativity and innovation, quality and productivity.

Under-pinning Adsidia's programmes are the People Centred concepts of Emotional Intelligence and Servant Leadership. These enable transitional leadership to be effective. Adsidia provides a range of off-the-shelf and customised People Centred development services which support the NHS LQF Qualities.

The Principles of a People Centred Culture

People Centred Cultures embed two key philosophies in their approach: "Emotional Intelligence" and "Servant Leadership".

Both are about understanding how individuals behave and respond in the organisational culture and embedding an organisational strategy and leadership approach which aligns its lived-out culture with its stated Vision and Values. It:

- not only respects the individual but helps them to be more fulfilled by understanding how to relate more effectively in the work environment to achieve common goals and;
- is focused on maximising the effectiveness of the individual, group and team.

It meets their needs while keeping in view the need to achieve the desired goals and maintain integrity in line with the organisation's declared values. Effectively it is about aligning the unwritten culture of an organisation, which is lived-out every day, with its declared and published statements valuing people - it is about the organisation "walking the talk".

This approach generates an environment in which people feel more highly valued because this is demonstrated by the treatment they receive from other staff and leaders in the organisation. They become "Highly Engaged" and learn to collaborate for success and general levels of satisfaction, commitment and loyalty increase. These

responses are hard earned by an organisation and are easily lost. They are vital for success when faced with complex, volatile or difficult circumstances.

The Gallup Management Journal described engaged and disengaged staff as follows:

- **"Engaged"** employees are builders. They want to know the desired expectations for their role so they can meet and exceed them. They're naturally curious about their company and their place in it. They perform at consistently high levels. They want to use their talents and strengths at work every day. They work with passion, and they have a visceral connection to their company; they drive innovation and move their organization forward.
- Employees who are **"not engaged"** aren't necessarily negative or positive about their company. They take a wait-and-see attitude toward their job, their employer, and their co-workers. They hang back from becoming engaged, and they don't commit themselves.
- The **"actively disengaged"** employees are the "cave dwellers." They're "Consistently Against Virtually Everything." They're not just unhappy at work; they're busy acting out their unhappiness. Every day, actively disengaged workers undermine what their engaged co-workers accomplish.

It is the transition of staff to being "fully engaged" that generates the benefits for any organisation. The 2007 Towers Perrin Global Workforce Study examined responses from 90,000 workers in 18 countries. It reveals that the majority of workers are withholding the full range of their abilities. In the UK, only 14 per cent are "fully engaged" with their work. In a parallel survey Towers Perrin also identified an average 19% growth in companies which enjoyed highly engaged staff whilst those that did not saw a decline of up to 30%. This means that there is great benefit to gain for the organisation, its staff and its clients; the platform from which it is gained is exemplary leadership.

All of Adsidia's services are geared towards People Centred Culture and Leadership and the various levels complement each other. Nonetheless, they are also effective when used stand alone or as components of a client's pre-defined leadership or staff development programme. They address all the qualities defined in the Leadership Qualities Framework and support not only existing leaders but also the development of future leaders.

Tailored Leadership Development

In developing leadership development Adsidia typically employs the following steps:

- Assess
- Train
- Coach
- Assess

The initial assessments provide a diagnostic that allows organisations and individuals to understand where they are. This enables the training and coaching to be personalised to maximise its benefits. In the context of the LQF the 360 Assessment provides both the required starting point and a development benchmark. Dependent upon the specific goals other assessments and inventories may also be used to focus in on specific areas.

Development modules are selected from Adsidia's portfolio to match the needs. These comprise seminars and workshops and can be implemented collectively or used as the core of one-to-one teaching. Coaching is a vital element of any programme as it helps to embed the learning as individuals work out how to apply it to their own situations.

Adsidia offers a range of off-the-shelf modules which can be used directly or modified and combined to provide a tailored package to meet specific needs. Consequently Adsidia can provide stand-alone development modules run as open courses or create customised modules and programmes for specific teams whether they be leadership, management or functional/departmental teams.

Assessments are again used at the end of the programme, or periodically for longer programmes, to enable progress to be measured.

The overall programme is selected and tailored to the specific needs of the client organisation with the aim of achieving agreed goals.

Coaching

Coaching is essential to the process of embedding and applying learning that is intended to have a practical outcome. It has been demonstrated by various studies that modest amounts of coaching with this goal can be extremely effective. This causes the coaching to be purposeful with a well defined, focused objective, unlike the situation that might be experienced in general with executive coaching.

In order to maximise the benefit of the training and seminar modules described above, coaching is a necessary part of the High Performance Team development programme.

The coaching can take place face-to-face, the best and most effective option, however telephone coaching is also quite effective. Additionally Cluster Coaching can be employed in which the whole team engages in the coaching session.

Where new skills need to be deployed for the first time coaching in the form of facilitated workshops can also be provided. In this way an Adsidia consultant would support the practical use and embedding of skills, helping develop confidence on the part of the individual or team.

Further Information

This catalogue outlines the off-the-shelf services provided by Adsidia. These support the development of the qualities identified in the LQF and can be combined and tailored to meet specific development goals. For further details and pricing please call your account manager or contact Adsidia at info@adsidia.com or call +44 1462 416417.

Leadership Qualities Framework

Mapping Adsidia's Services to the LGF

The modules and services offered by Adsidia support the development of leadership in line with the Leadership Qualities Framework.

These modules can be delivered as is, or tailored and combined to meet specific development objectives. Outline descriptions of the modules and services can be found in the catalogue section of this document.

The following tables map Adsidia's off-the-shelf offering to the LQF Clusters and Qualities. The solid shading indicates where modules or services directly support the LQF qualities. The hatched shading indicates modules or services that meet specific needs which may generally apply to developing the qualities.

The module codes are provided to allow cross-reference to the module entries within the Catalogue section of this document.

LQF Clusters		Personal Qualities					Setting Direction					Delivering the Service				
LQF Qualities		Self Belief	Self Awareness	Self Management	Drive For Improvement	Personal Integrity	Seizing The Future	Intellectual Flexibility	Broad Scanning	Political Astuteness	Drive For Results	Leading Change Through People	Holding To Account	Empowering Others	Effective And Strategic Influencing	Collaborative Working
Adsidia Modules																
The Leadership Development Stream																
Foundations of Leadership	LD 1															
Leadership Approaches	LD 2															
The Leader as an Agent of Change	LD 3															
Leadership and Communication	LD 4															
Leading High Performance Teams	LD 5															
Leading with Emotional Intelligence	LD 6															
The Trusted Leader	LD 7															
Coaching and Mentoring	LD 8															
Motivational Leadership	LD 10															
Leadership Transitions	LD 11															

LQF Clusters		Personal Qualities					Setting Direction					Delivering the Service				
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Working In Teams	SSD 4															
Assertiveness – Finding My Voice Amongst Others	SSD 5															
Understanding and Minimising Stress	SSD 6															
Increasing Daily Effectiveness	SSD 7															
Attitude to Work	SSD 8															
Turning Problems into Opportunities	SSD 9															

LQF Clusters		Personal Qualities					Setting Direction					Delivering the Service				
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Adsidia Modules																
Developing Innovation Through Creative Thinking	SSD 10															
Developing Consultancy Skills	SSD 11															
Influencing Others	SSD 12															
Action Learning	SSD 13															

LQF Qualities

The LQF¹ definitions are summarised in the following table:

Personal Qualities	Setting Direction	Delivering the Service
Self belief	Seizing the future	Leading change through people
Outstanding leaders maintain a positive 'can do' sense of confidence which enables them to be shapers rather than followers, even in the face of opposition. This prime personal quality is built upon success and learning in a broad range of varied situations over time.	High performing leaders ACT NOW to shape the future. They are motivated to take action to achieve a radically different future – one in which health services are truly integrated and focused on the needs of patients.	Outstanding leaders are focused on articulating the vision with compelling clarity, keeping the focus on change and inspiring others to be positive in their support of service improvement.
Self awareness	Intellectual flexibility	Holding to account
Outstanding leaders have a high degree of self awareness. They know their own strengths and limitations, and they use failure or misjudgement as an opportunity for learning.	High performing leaders are quickly able to assess a situation and to draw pragmatic conclusions. They are able to switch between the significant detail and the big picture to shape a vision – for their own service, organisation or across the wider health context.	Effective leaders have a strength of resolve that they can use in both holding others to account, as well as being held to account, for targets to which they have agreed.
Self management	Broad scanning	Empowering others
Outstanding leaders are able to pace themselves, staying for the long haul when necessary. Self management, supported by emotional self awareness, enables them to regulate their behaviour, even when provoked.	High performing leaders in the health service demonstrate high levels of seeking and networking for information. By keeping abreast of developments, both locally and nationally, they are best positioned to shape the vision for a service or organisation as well as understand how to influence others.	Outstanding leaders support the long-term capability of their own and other organisations that is essential for future development of services by empowering others.

¹ NHS Leadership Qualities Framework, NHS November 2006

Personal Qualities	Setting Direction	Delivering the Service
Drive for improvement	Political astuteness	Effective and strategic influencing
Outstanding leaders are motivated by wanting to make a real difference to people's health by delivering a high quality service and by developing improvements to service.	Outstanding leaders demonstrate a political astuteness about what can and cannot be done in how they set targets and identify service improvements.	Leadership in the health service is characterised by an unusually high and complex level of influencing, which is seldom seen in leadership roles in other sectors. This particular quality runs through the whole framework; the most effective leaders make things happen by using particularly high levels of influencing.
Personal integrity	Drive for results	Collaborative working
There is much at stake in leading health services. Outstanding leaders bring a sense of integrity to what they do that helps them to deliver to the best of their abilities.	High performing leaders are motivated to transform the services for patients and thereby to improve quality. The personal qualities at the core of the framework provide the energy and the sheer determination which fuel Drive for results.	Leaders in the health service work with a wide range of internal and external stakeholders. Effective leaders understand that truly collaborative working is therefore essential.

Adsidia Catalogue

Module Configuration

The catalogue describes off-the-shelf modules which can also be reconfigured to meet specific development objectives and time or budget constraints.

Where indicated with the comment “Configurable”, module duration and content can be re-scoped by selection of the areas covered and adjusting the structure of exercises.

In some cases the module is enhanced by the optional use of specific personal inventories in which case additional time may be required.

Organisational Behaviour and Development Stream

Introduction to Organisational Behaviour and Development

Ref: OBD1

This module provides an introduction to the principles of Organisational behaviour and development, overviewing the issues and challenges of the global business, social and political environment and reviews the response which enable success.

This introduction is suitable for all leaders and managers who will follow through on other modules of this Stream. It is also suitable for intermediate level leaders and managers who are called upon to implement new strategies and approaches which may be developed and implemented in the enterprise as a consequence of senior manager and leader participation in this Stream

Duration: 5 days Max delegates: 10 Configurable

Creative and Collaborative Leadership

Ref: OBD2

When faced with issues in a constrained environment which offers limited options and few degrees of freedom it becomes essential to look at the situation with “different eyes”.

The high energy approach of this workshop module is designed to stimulate radical approaches to problem resolution and can also be applied to solution and product design issues. It teaches methods for enhancing understanding of problems and issues and identifying and working through a range of potential solutions

Duration: 4 days Max delegates: 10 Configurable

Organisational Culture and Leadership

Ref: OBD3

Most enterprises have a published vision and values which are intended to establish a common culture. So often the actual culture lived out within the organisations is quite different to the declaration and this leads to tensions and stresses as the enterprise falls short of its vision and goals.

This module is designed to help leaders assess whether the expected behaviour and results of the enterprise match reality as perceived by both staff and customers. It equips them to establish and practice the desired culture, leading by example and encouragement, enabling the enterprise to collectively achieve its vision.

Duration: 3 days Max delegates: 10 Configurable

The Art of Motivation

Ref: OBD4

Motivated team members are essential to the successful realisation of any vision and achievement of any strategy.

This module reviews motivational drivers and theories and enables leaders to understand the needs of individual staff and team members. It extends this to a consideration of how to create an environment of self-perceived achievement and worth in order to help individuals achieve their full potential in the work environment.

Duration: 2 days Max delegates: 10 Configurable

Cross-cultural Leadership

Ref: OBD5

In the global economy many organisations work in international markets, collaborate with overseas partners or grow through overseas mergers and acquisitions. Often cross-cultural interactions are the source of great difficulty and conflict, contributing significantly to failure.

The Cross-cultural Leadership module addresses the issue of understanding cross-cultural interactions in order to communicate effectively and avoid sending unintended, detrimental messages. The issues of communication and collaboration in the global context are addressed along side the differences in Cultural Dimensions. This module includes case studies and role play.

Duration: 3 days Max delegates: 10 Configurable

The Importance of Strategic Thinking

Ref: OBD6

In a world where, because of global interactions, change verges on the chaotic it is necessary to establish a framework which allows an enterprise to plot a course aimed at its desired achievements while maintaining the flexibility to respond to the winds of change.

Strategic Thinking is a tool which enables leaders to set a direction for their enterprise, anticipating the future but allowing for the unpredictable. The Module considers the differences between Strategic Thinking and Strategic Planning and learning from yours and other's mistakes. It addresses the role of vision, mission, goals and objectives and how to develop a strategic plan.

Duration: 3 days Max delegates: 10 Configurable

Understanding Vocation in a Changing World

Ref: OBD7

The impact of continual change in our globalised society leads to a sense of uncertainty and lack of security. The concept of a job for life is now the exception rather than the norm. The uncertainties lead to a sense of insecurity and lack satisfaction for our leaders and staff. From traditional perspectives the trend towards ever leaner and flatter organisations seemingly reduces the scope for career development

Designed to enable the leaders of an enterprise to counter these uncertainties "Understanding Vocation in a Changing World" considers the major stages of career and offers insight into measuring personal success. It considers how to address the needs of ambition and the use of "Life-Long Learning" strategies to counter the demise of "jobs for life", in order to increase an individual's sense of security within an enterprise.

Duration: 2 days Max delegates: 10 Configurable

Optional Career Anchors Personal Inventory

Coaching and Mentoring to Support Success

Ref: OBD8

As the leaders of an enterprise respond to the volatile pressures of change they will seek to extend the achievement and success of its people, this being evermore crucial to achieving strategic success for the enterprise as a whole.

The “Coaching and Mentoring to Support Success” module considers how to establish a coaching culture aimed at successfully developing individuals in the context of achieving the desired goals. It reviews the coaching relationship and the needs of an individual as they pass through the coaching cycle. Guidelines for the coaching process are set out and the differences between coaching, supervision and situational leadership are established.

Duration: 2 days Max delegates: 10 Configurable

Optional service: Coaching the Coaches

Coaching the Coaches

Ref: OBD9

The Coaching the Coaches service operates on a one-to-one or cluster coaching mode. Cluster coaching works on a group basis, which also has the benefit of allowing cluster members to assist each other.

The specific scope and objectives of the coaching will depend upon the situation and goals of the enterprise and the needs of the individual leader. In all cases the aim is to enhance the achievement of the leaders, enabling them to contribute more significantly to the success of the enterprise.

The scope, objectives and duration of the Coaching Service are agreed on a case by case basis.

Consultancy and Process Facilitation

Ref: OBD10

All of the modules in the Organisational and Development Stream are intended to allow the enterprise to better understand the environment in which they operate and to determine appropriate strategic and cultural responses which follow through to an enterprise that is better equipped to succeed.

The Consultancy and Process Facilitation Service enables the leaders of the enterprise to translate the learning from the modules into action and would normally only be required at the beginnings of that process.

The scope, objectives and duration of the Service are agreed on a case by case basis.

The Leadership Development Stream

Foundations of Leadership

Ref: LD1

The role of this module is to enable an individual to understand the nature of effective leadership and identify their own capacities and capabilities as a leader. The goal is that the individual will be able to outline a set of development needs that will enable them to become more effective in their interactions with and leadership of others.

Duration: 2 days Max delegates: 10 Configurable

Leadership Approaches

Ref: LD2

The “Leadership Approaches” module addresses the various aspects and methods of leadership which are available and focuses on the prevailing trends. It considers how to improve the leadership function by ensuring that the necessities for success are given highest priority and that the team members are empowered to achieve and add value to the enterprise as they grow and develop in character and effectiveness.

The module’s goal is to establish a pattern which will allow the alignment of leadership approach and organisational success in terms of the enterprises strategies and goals.

Duration: 3 days Max delegates: 10 Configurable

The Leader as an Agent of Change

Ref: LD3

The leadership role is of vital importance in an organisations ability to respond and adapt to a changing environment which can either positively or negatively impact its ability to successfully achieve its goals.

This module considers the dynamics of change and sets out approaches to being an effective leader in an environment of rapid change. Its goal is to enable leaders and their teams to thrive in the face of change and maintain progress towards success.

Duration: 3 days Max delegates: 10 Configurable

Leadership and Communication

Ref: LD4

To achieve strategic and tactical goals effective two way communication is essential. The goals and strategies must be understood by those who are tasked with achievement while progress and issues need to be shared in the enterprise in order to enable appropriate responses. Varying situations will require different and appropriate forms of communication.

The “Leadership and Communication” module considers the dynamics of communication in an organisation and how the choice of suitable styles and methods can minimise the misunderstandings and conflicts which can so easily arise and work against success. It develops methods for improving communications in order that leaders may excel in leadership.

Duration: 3 days Max delegates: 10 Configurable
Optional Personal Listening Inventory

Leading High Performance Teams

Ref: LD5

Whether formal or informal via line or virtual organisations teams are unavoidably fundamental to success in any enterprise.

This module considers the nature of team dynamics and what it takes to build and maintain a high performance team, addressing the challenges of virtual teams as well as remote and distributed teams in a global environment. It also enables the delegates to review how they individually fit into a team context.

Duration: 3 days Max delegates: 10 Configurable
Optional Team Dimensions Profile
Inventory

Leading with Emotional Intelligence

Ref: LD6

The temperament and character type of individuals is a dominant factor in how effectively they interact and are able to jointly achieve goals. “Emotional Intelligence” refers to an individual’s awareness of these factors. It allows them to manage their interactions to achieve a more positive outcome for all concerned. In the close proximity of the enterprise facing the significant pressures of shortened timescales and volatility “Emotional Intelligence” skills can significantly benefit the people concerned and support the achievement of successful outcomes.

The objective of the “Leading with Emotional Intelligence” module is to enable leaders to be more effective through an improved understanding of themselves and others and how to use these skills to enable their teams to achieve greater effectiveness.

Duration: 3 days Max delegates: 10 Configurable
Optional DiSC and EQi or Keirsey
Temperament Inventories

The Trusted Leader

Ref: LD7

Trust is a casualty of the rapid change and volatility experienced by enterprises as they seek to respond and survive in today’s global environment. Trust is essential for leaders to be effective and to maintain high levels of motivation amongst those that they lead. Trust is easily lost and extremely difficult to recover, once lost it can easily cause relationships to decay into conflict resulting in low achievement and lack of success if not outright failure.

This module considers the nature of trust and the behaviours and attitudes which engender trust, enabling leaders to not only enhance organisational effectiveness but build a foundation for change. Trust not only affects the enterprise internally but has a significant impact on reputation with customers and the market place generally.

Duration: 3 days Max delegates: 10 Configurable

Coaching and Mentoring

Ref: LD8

The mentoring and Coaching service operates on a one-to-one or cluster coaching mode. Cluster coaching works on a group basis, which also has the benefit of allowing cluster members to assist each other.

The specific scope and objectives of the coaching will depend upon the situation and goals of the enterprise and the needs of the individual leaders. In all cases the aim is to enhance the achievement of the leaders, enabling them to contribute more significantly to the success of the enterprise.

The scope, objectives and duration of the Coaching Service are agreed on a case by case basis.

Consultancy and Process Facilitation

Ref: LD9

All of the modules in the Leadership Development Stream are intended to allow leaders to become better equipped to allow their teams to be more effective and successful.

The Facilitation Service enables the leaders to translate the learning from the modules into action and would normally only be required at the beginnings of that process. It can be very effective when a new team is being established or a poorly performing team is being recovered.

The scope, objectives and duration of the Facilitation Service are agreed on a case by case basis.

Motivational Leadership

Ref: LD10

This module is a workshop based on the research of Robert Goffee (London Business School) and Gareth Jones (INSEAD).

The workshop looks at the qualities that motivational leaders utilise, asking leaders to reflect on them and ask themselves: Do I have these qualities? Do I utilise them to my advantage?

At the end of the workshop delegates will have reflected on the impact they want to make as a leader, be able to articulate the uniqueness they bring to their role as leader and have focused on the environment they want to create as a leader.

Duration: 2 days Max delegates: 10 Configurable

Leadership Transitions

Ref: LD11

This module is designed to help leaders be successful when they change roles, something that typically happens once every three years. Success in the new role is heavily dependant on the critical decisions made in the first 3 months.

Many have struggled in a new role not because they lacked skill nor because of the difficulty of the situation but because they lacked a clear plan of action to meet the challenges they faced.

This module is aimed at those who have recently changed roles or who plan to do so in the near future. It is designed to help the leader face the key challenges of a new role face by giving a set of tools to enable the development a clear plan for the first 90 days.

Duration: 2 days Max delegates: 10 Configurable

Structured Staff Development Stream

Self Motivation

Ref: SSD1

This module is geared to enable the individual member of staff to understand how they respond to situations in the work place and the factors which are motivating and demotivating. It allows them to work out what they find encouraging or discouraging and to devise strategies to strengthen and improve their performance.

Personal Inventories can optionally be used to enhance the effectiveness of this module and increase the likelihood of successful outcome for the individual.

Duration: 2 days Max delegates: 15 Configurable

Optional Personal Inventories: DiSC, EQi and Kiersey Temperament

Working With Others

Ref: SSD2

The “Working with Others” module is geared towards improving individual effectiveness by enhancing one’s contribution to a positive working environment especially in a diverse enterprise.

The module addresses the issues and benefits that arise from difference and considers how personal choices can cause degradation or improvement in situations. It enables individuals to become more effective by developing their interpersonal and communications skills and to develop the art of positive compromise.

Duration: 2 days Max delegates: 15 Configurable

Optional Personal Inventories:
Discovering Diversity

Conflict Resolution

Ref: SSD3

Conflicts can all too easily arise, especially in situations of significant pressure and substantial change, and if not addressed can lead to unworkable situations, perhaps resulting in significant failure for the enterprise.

The “Conflict Resolution” module explores the anatomy of conflict and the role played by emotions. It develops strategies for addressing conflict through focussed listening, focussed speaking, the art of positive compromise and rebuilding relationships.

Personal Inventories can optionally be used to allow delegates to better understand how they interact with others and can be effective in preventing and resolving conflicts.

Duration: 3 days Max delegates: 10 Configurable

Optional Personal Inventories: DiSC, EQi
or Kiersey Temperament

Working In Teams

Ref: SSD4

This module works both stand-alone and complements the “Leading High Performance Teams” module (LD5). Together they cover both effective team leadership and membership.

The nature of teams is considered addressing questions such as “When is a team a team?” and “Why use a team when an individual will do?” It looks at how to be effective in a team considering the roles, responsibilities and commitments of team members. It allows delegates to explore the factors which can impede the effectiveness of a team or conversely contribute to the establishment of a great team.

An optional Personal Inventory allows delegates to assess how well they fit into teams and to devise strategies to improve their effectiveness as a team member.

Duration: 3 days Max delegates: 10 Configurable

Optional Personal Inventories: Team
Dimensions Profile

Assertiveness – Finding My Voice Amongst Others Ref: SSD5

The goal of the “Assertiveness – Finding My Voice Amongst Others” module is to enable individuals to communicate effectively with colleagues in order that they can maximise their contribution to achieving the group goal. It covers the issues of how character, temperament, body language and communication style affects the impact of one’s contribution. Delegates are enabled to devise strategies for dealing with difficult and abusive situations and how to say “yes” and “no” appropriately.

An Optional Personal Inventory allows delegates to gain insight into their interactions with others.

Duration: 2 days Max delegates: 10 Configurable

Optional Personal Inventories: DiSC

Understanding and Minimising Stress

Ref: SSD6

The high pressured situations of the modern social and commercial environment culminate in continually escalating levels of stress. The cost to individuals and impact on enterprises is significant as it degrades staff effectiveness and works out through increasing levels of sickness and absenteeism and encourages staff churn.

This course investigates the hidden drivers that are the root cause of our stressors and disrupted work/life balance. Stress management techniques are pointless unless these root causes/drivers are recognised and understood in the process of dealing with stress.

This module reviews the effects of stress on a human being, the nature of burn-out and their consequences for the enterprise. It enables delegates to devise strategies to address the root causes and maintain effectiveness through finding balance and establishing appropriate personal boundaries.

Duration: 3 days Max delegates: 10 Configurable

Increasing Daily Effectiveness

Ref: SSD7

As enterprises seek to deliver more in ever decreasing timescales through leaner more flexible organisations, in order to survive and thrive both leaders and staff can become more effective through excelling at time management.

This module enables delegates to understand the enemies of good time management and how it is affected by personality type. They have the opportunity to assess what gets their attention and how they use their time. This forms the baseline allowing them to work out how to apply the principles of prioritisation and time management to their situation.

Duration: 2 days Max delegates: 15 Configurable

Optional Personal Inventories: Time
Mastery Profile

Attitude to Work

Ref: SSD8

The level to which staff find that they enjoy the work situation and obtain job satisfaction directly affects the quality and effectiveness of their work output with the obvious implications for the enterprise.

The focus of this module is to enable the delegate to understand the influences on one's attitude to work and how this impacts levels of job satisfaction. The delegate has the opportunity to explore their own attitude to work and to develop strategies to enhance their enjoyment of work.

The optional Personal Inventories are valuable in maximising the benefit of this module.

Duration: 2 days Max delegates: 15 Configurable

Turning Problems into Opportunities

Ref: SSD9

At all levels of an enterprise staff will be confronted with the need to address issues which push the individual to the edge of their comfort zone and capabilities to find resolution. At this place, for some, the issues are no longer challenges but become difficult and seemingly intractable problems bounded by limited degrees of freedom.

The "Turning Problems into Opportunities" module addresses the issue of how individuals respond to problems and considers how changing one's mindset can free the individual to find resolutions and develop new opportunities. This module introduces approaches to finding ways to break the deadlock by being able to interpret circumstances differently and open up opportunities through being able to increase the number of options available.

This module works well in conjunction with the "Developing Innovation Through Creative Thinking" Module SSD10.

Duration: 2 days Max delegates: 15 Configurable

Developing Innovation Through Creative Thinking

Ref: SSD10

In order to maximise the advantage to be gained from any opportunity innovative solutions are essential.

This module allows delegates to explore innovation through the development of creative thinking. It considers how to stimulate the creation of new ideas through the establishment of extraordinary thought patterns and encouraging “possibility thinking”. Delegates are introduced to methods for developing practical outcomes of creative thought and have opportunity to explore the “Inventor’s Tool Box”.

This module works well in conjunction with Module SSD9 “Turning problems into Opportunities”.

Duration: 2 days Max delegates: 15 Configurable

Developing Consultancy Skills

Ref: SSD11

Consulting is a complex and important part of organisational life today, however to be effective requires more than technical expertise. It requires strong interpersonal skills and the knowledge of a practical process and tools to help navigate clients to a successful outcome.

This module will enable delegates to explain the value they bring to the client and be able to use a consulting cycle when working with them.

Delegates will have the opportunity to practice relevant consulting skills to the process, and will gain a knowledge of the supporting frameworks, tools and techniques that aid their consulting activity.

Duration: 2 days Max delegates: 10 Configurable

Influencing Others

Ref: SSD12

Success at work requires the co-operation of others. Getting people to agree and support what a plan is absolutely critical to getting things done. However, without a strategy or approach in mind to gain the support of others we risk failure.

This module takes the form of a workshop to enable learners to identify their own influencing style and from there to influence and persuade in a non-coercive way that gets results and does not cause people to feel used.

Duration: 2 days Max delegates: 10 Configurable

Action Learning

Ref: SSD13

Action learning is a facilitated coaching programme which typically works over a 6 month period.

Its aim is to improve performance, promote learning, and position organisations to adapt better in turbulent times. The approach is to bring together a group of individuals from diverse backgrounds within the company to learn how to tackle real time, work based problems faced by the individuals within the group. By sharing their experience, perspectives and expertise within the culture of the company the group members can learn how better to tackle the issues.

The group meets on a regular basis to pool intellectual capital and tackle problems but with a focus on learning from the situations rather than the task at hand. Reflection is as important as action; the problems may be tactical but the learning is strategic.

Duration: 3 days over a 6 month period Max delegates: 6 Half to one day per session.