

Programme Duration: 3 Days

COURSE DESCRIPTION:

Most organizations have placed a high priority on management - managing for results by focusing on efficiency, policies, procedures, and profitability. While this must continue, it needs to be augmented with *leadership skills*.

Management's focus is internal - on benefits for the organisation: results, profitability, etc. *The leader's focus is on people* - internally on motivation and increasing morale and externally on improving quality and customer service. Employees not only produce quality and give excellent service when they are inspired to through *effective leadership*. In a self directed work environment every team member needs to exercise leadership.

Leadership roles are not solely confined to people with managerial positions and responsibilities. It is essential for every team member to have an attitude as a leader. Excellent teamwork begins with every individual taking initiative to perform the leadership roles within them.

To perform self-leadership, each team member must make sure that innovation and change take place by using the following processes:

- **Vision:** Have a vision of where they are going - of what they are going to achieve.
- **Plan:** Leaders are not just dreamers; they turn their visions into achievable goals and objectives.
- **Communication:** Communicate their plans in a way that generates enthusiasm for team members to share the vision.
- **Build Trust:** Communicate a climate of trust, which encourages openness, the willingness to change and learn, as well as commitment to their plans.
- **Self Initiation:** Leaders exercise self initiation and demonstrate commitment.

OBJECTIVES:

This three day workshop consists of a series of learning experiences, each having a distinct objective, and each focusing on fundamental skills necessary for success as a leader.

The two major objectives of this workshop are:

- To enable you to build an increased awareness of your behaviour, needs and values, and how they impact your ability to effectively lead and influence others.
- To develop a personal plan for maximising your leadership effectiveness by:
 - ✓ learning what effective self-leadership is
 - ✓ assessing your current strengths
 - ✓ identifying your areas of opportunity for improvement
 - ✓ completing the *Leaders Development Plan* to identify specific activities and behaviours which will result in increased leadership effectiveness.

In order to achieve these objectives, you will have a variety of experiences - some of which may resemble the kinds of situations you experience every day. After each activity you will be asked to give each other feedback on what you have observed. This feedback is critical to the success of the programme.

WHO SHOULD ATTEND:

This workshop is designed for those who wish to enhance their leadership skills towards having a better team spirit. It is applicable to everybody in the organisation. They will learn how to recognize and tailor their leadership approach accordingly. Often placed in a position of authority over their former peers, many need to know how to handle this new situation. *Transformational Leadership* gives the skills necessary to handle such situations with confidence.

METHODOLOGY:

This programme uses a combination of training aids and methods such as lectures, activities, exercises and group discussion to enhance learning. The learning process is experiential and highly interactive.

COURSE OUTLINE/CONTENTS:

MODULE 1: LEADERSHIP

- Understanding the principles of leadership in a team
- Visioning the driving force of leadership
- Communication and leadership - the consequences of good and poor communication.

MODULE 2: MANAGEMENT STYLE

- Easiest and most difficult person to deal with.
- Introduction to social styles
- Controlling, Promoting, Facilitating and Analytical
- Strengths and weaknesses of each style in dealing with people and projects.
- How people perceive you as a leader and a team member

MODULE 3: TRUST AND EMPATHY

- Trust model
- Trust and leadership - understanding the relationship
- Ability for trust building - empathy projection
- Establishing rapport

MODULE 4: CHANGE AND DEFENSIVENESS

- Managing the four basic styles
- Needs of each style
- How each style makes decisions
- How each style uses time
- What each style needs to improve on and minimise the weakness of their style
- What motivates each style
- How each style reacts under tension
- Fostering growth and professionalism

MODULE 5: FLEXIBILITY

- Interpersonal flexibility and effective communicator
- How to be flexible when dealing with different styles of colleagues
- Flexibility - self perception
- How to build flexibility with others
- Flexibility and situation leadership
- Cooperation and team building
- How each member can promote teamwork and cooperation with different style of colleagues
- The need for each member to be flexible: open to change

MODULE 6: NEGOTIATION PROCESS

- 6 step interpersonal negotiation process focusing on leadership, disciplinary discussion and coaching

MODULE 7: APPLICATION

- Action plan for improved leadership skills with a real-life personal case *Game plan*.