

Effective Leadership Skills Programme

'Encouraging Extraordinary Performance from your People'



at
Cardiff Metropolitan University | Prifysgol Metropolitan Caerdydd

Cheryl Ellis is currently the Head of Department for Humanities at Cardiff Metropolitan University. With a core staff of 31 plus 16 additional associate tutors to manage and over 800 students on 23 different combinations of undergraduate and postgraduate programmes.



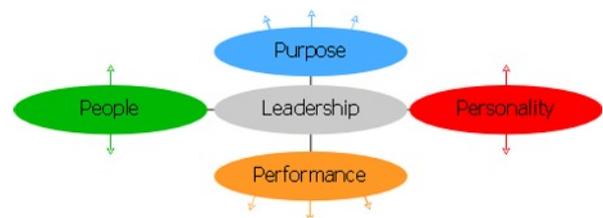
Cheryl commenced our ilm Endorsed Effective Leadership Skills Programme in April 2016. Prior to commencing the programme Cheryl invited her manager and two colleagues to complete a 360-competency based assessment. From this assessment it was identified Cheryl lacked a real confidence in her own ability to lead the Directorate and especially a difficult group of staff within one area. She recognised she needed to take a step back and micro manage less, getting Section Heads and individuals to take responsibility, being proactive and meeting deadlines, without being constantly chased or being disruptive.

Cheryl developed both her leadership skills and confidence and used these throughout the ELS Programme. She recognised that her Directorate were becoming deeply disengaged from the previously enforced strategy plans and from their learning and teaching of health and wellbeing. Cheryl's Making a Difference project was therefore to implement a Department of Humanities mission statement and strategy plan and achieve no less than 80% of agreed KPI's by March 2017. This was important as it provided a shared understanding of the direction to the whole department, all staff were involved and had ownership towards the mission statement and core values shared.

The Effective Leadership Skills Programme is delivered through a combination of 8 full day workshops, covering various elements of leadership and management, several one to one coaching sessions and the implementation of a Making a Difference Change project.

Cheryl clearly demonstrated throughout the programme a thirst for knowledge and understanding the theories and models covered. In addition to reviewing and reflecting upon the materials provided by Palladium she took every opportunity to access additional resources via the ilm portal and her own University's resource centre.

Between the eight workshops, Cheryl further demonstrated outstanding knowledge by embedding her learning through the implementation of the tools and techniques (theory into practice). These action plans covered the following key leadership areas of:



- Developing Self-awareness, identifying strengths and limitations.
- Developing her Personal Branding and addressing gaps and areas for development through a Personal Development Plan.
- Managing Change.
- Developing a Vision and Strategy.
- Implementing a Making a Difference Change Project generating a return on investment.

See over for Programme Details.

Effective Leadership Skills

- encourage extraordinary performance from your people



Effective Leadership Skills has been specifically designed to give practising or potential senior managers critical evaluative skills. Effective leadership means achieving the balance between immediate economical results with the need to spend time in developing people to ensure business survival and future growth. It's about understanding your people, building collaborative relationships, developing subtler methods of motivation and leading by example.

The programme will assist in raising personal self-awareness, evaluating leadership styles and increasing leadership capability. This will result in your managers effectively leading change whilst increasing levels of performance and engagement.

Leading change

- lead change effectively, engaging others and making the change stick
- inspire people and teams through the challenges of change
- influence, motivate and empower others
- establish a culture of continuous improvement

Inspirational Leadership

- provide confident, positive and motivational leadership
- clarify purpose, vision and values and engage others in the process
- develop a flexible management style through 'Situational Leadership'
- instil a passion and commitment for high performance

Performance Coaching

- encourage high performance through an effective coaching approach
- release potential and encourage creative solutions
- facilitate responsibility in others for results
- develop a high performance team

Professional integrity

- raise self awareness and confront blind spots
- establish a positive self image
- develop an inner self confidence to do the right things right
- present a positive and professional image

Delivery

The programme is delivered through a combination of eight interactive workshops, one group tutorial and individual one-to-one coaching sessions. An initial one-to-one with the participant is conducted to establish programme objectives and a willingness to participate. A business based change project is identified during the initial workshops and becomes an integral part of the individuals development whilst improving organisational performance.

Programme Content and Objectives

Pre-programme Assessment

A pre-programme one-to-one is conducted with each manager to establish personal objectives. A combination of discussion and leadership psychology assessments raises self-awareness and clarifies programme appropriateness. Peer and/or manager assessment identifies blind spots and confirms key objectives for both individual and organisation.

Workshop 1 – Foundations for Leadership

Understanding yourself, your leadership style and how those behaviours impact on others will establish a new language of communication and interaction. By using the leadership assessment completed prior to the start of the programme, the workshop examines how we can develop open and authentic communications within the team. By the end of the workshop you will have a common language which will be used throughout the subsequent workshops to analyse, understand and influence others behaviours. The key objectives of this workshop are:

- Understand who you are as a person and a leader.
- Know why and how people are different and how to identify the different types.
- Enhance personal adaptability in managing different situations.
- Inspire and lead people in a truly adaptive way.

Workshop 2 - Vision and Strategy

Defining your purpose, vision and values allows you to harness your greatest resource, your people. By aligning your vision and values ensures you have a higher level of motivation to drive forward organisational change and progress. Workshop 2 explores models of strategic planning and takes you step by step through the elements of the planning process. By the end of the workshop you will have a range of tools to facilitate and identify the vision, strategic themes and map that assist to clearly and consistently communicate your organisations aspiration and direction. The key objectives of this workshop are:

- Align visions, mission with values to create a clear direction.
- Understand how to set strategic objectives to engage key stakeholders and the team.
- Know how to build the elements of a strategy map that can be used to communicate your plan.
- Start the process to understand the team's motivations to implement the plan.

Workshop 3 - Leading Change

Building on the models used in the previous workshops, leadership practice is extended to include a range of change management practices and strategies to ensure change is managed in a planned, intelligent and sensitive way. Understanding fully the implications and consequences of decisions made when facing turbulence and ambiguity of change is vital to future organisational success. Managed in an effective manner, involving people in the process can lead to effective and sustainable change. The key objectives for this workshop are:

- Proactively spot the need for change.
- Recognise the main barriers of effective change.
- Identify the eight steps for planning and implementing effective change.
- Lead staff through periods of change supporting the natural and sometimes negative reactions people adopt.

Workshop 4 - Dynamic Leadership

This workshop challenges you to confront the boundaries, blind spots and limitations of your current leadership style. You will explore, deepen and extend your leadership edge. Highly experiential the key objectives for the workshop are:

- Identify the behaviours associated with the four leadership styles of situational leadership.
- Reflect upon your personal style of leadership.
- Explore Distributed and Adaptive Leadership Principles.
- Use a less directive style of leadership to harness collective intelligence and solve wicked problems.

Emotional Intelligence Assessment and one-to-one coaching session

Our emotions play a far greater role in thought, decision making and individual success than is commonly acknowledged. Unlike IQ our levels of Emotional Intelligence (EI) can change. With self-awareness and focus we are able to improve our levels of EI. We can use this to support higher levels of effectiveness both in work and in our personal life. EI underpins our ability to build mutually positive interpersonal relationships, to express ourselves, be more effective at decision making, handle pressure and improve not only our self-perception but the perception others have of us. In short it helps us be effective colleagues, leaders and people!

Workshop 5 - Influencing and Decision Making

Everyday we negotiate and influence suppliers, customers and colleagues. This workshop will develop and enhance the critical skills needed when you need to influence, negotiate and ultimately make decisions based on those conversations. You will understand and appreciate the way to approach problems, look at various types of solution focused techniques, recognise the steps involved and then how to work with others strengths through negotiation and conflict management to reach mutual agreement. The key objectives for this workshop are:

- Approach problems with a proven methodology that delivers the best decisions.
- Be able to influence others to agree with your thinking by using their personality triggers.
- Overcome resistance and potential conflict.
- Understand the elements of negotiation and how best to apply them to achieve a mutually acceptable solution.

Workshop 6 – Empowering Performance

Being able to instil confidence, to handle people sensitively, to deal with pressured situations and strong personalities are all key to the way you influence and lead others – especially in times of change, uncertainty and conflict. The key objectives for the workshop are:

- Influence others through effective positive and constructive feedback.
- Use a coaching approach to increase performance and engagement.
- Recognise different motivators and work effectively with staff.
- Adapt conflict management styles and use EI to reach an more effective outcome.

Workshop 7 – Balanced Leadership for Employee Engagement

Balancing the concurrent needs of the team, the individuals in the team and objectives underpinning the vision means taking a group of disparate people and getting them to work together. Engaging those individuals to work co-operatively to a shared vision requires an inspirational leader whose qualities will now be evident. Using the latest research we start the journey of engagement and link it with adaptive and distributed leadership to provide a model that will succeed in the constant change and commercial challenges every leader faces. The key objectives for the workshop are:

- Reflect upon the characteristics of a high performance team and how to get there.
- Understand the model of employee engagement to enhance team performance.
- Create a personal leadership style that draws on all of the adaptive elements of this programme.
- Understand the 7 learnable skills of resilience and create a personal plan to get there.

Workshop 8 – Making a Difference

This concluding workshop provides each participant with the opportunity to provide feedback on their change project and receive positive recognition from both management and peer group. The key objectives for the workshop are:

- Present and reflect upon personal achievements from a strategic change project.
- Recognise personal area of growth from adopting a change in behaviour and/or leadership style.

Business Project - Making a Difference

The Making a Difference Challenge is an integral part of the Effective Leadership Skills programme. Participants are challenged to make a difference through individual innovative change or continuous improvement projects. Previous projects have focused on reducing supplier costs, improving productivity or output, improving business system or process efficiency, increasing sales revenue, improving customer care and reducing operating costs.

Next Programme

The dates for the next open programmes are shown below. All workshops commence at 9.30 and conclude no later than 16.30. Additional one-to-one coaching sessions with individual participants back in the workplace reinforce the learning and encourage the application of the models, tools and techniques.

	ELS 1/18	ELS 2/18
Workshop 1 Foundations for Leadership Development Review	28th March April	11th Sept September
Workshop 2 Vision & Strategy	25th April	2nd Oct
Workshop 3 Leading Change	16th May	23rd Oct
Workshop 4 Dynamic Leadership	6th June	20th Nov
Emotional Intelligence one-to-one coaching session	June/July	Nov/Dec
Workshop 5 Influencing and Decision Making	11th July	8th Jan
Mid-Point Review	July	January
Workshop 6 Empowering Performance	8th August	5th Feb
Workshop 7 Balanced Leadership for Employee Engagement	5th Sept	5th March
Project Review	October	May
Workshop 8 Making a Difference	30th Nov	14th June

Investment

Total investment for this programme is £1520 per person.

Ilm Accreditation (optional)

There are three options for delegates to gain ilm recognition for their learning and development.

- For an additional investment of £89.00 per person, and on successful completion of this programme, associated action plans and initiation of a Making a Difference Project, the Institute of Leadership and Management (ilm) will acknowledge the participant through the Endorsed (Level 6) Certificate.
- For an additional investment of £369 per person, delegates can achieve the ilm Level 5 Award in Leadership & Management by submitting the following two formal assignments:
 - - Leading Innovation & Change
 - - Becoming an Effective Leader