

LEAD PLUS Leadership Programme

Learn - Engage - Action - Deliver



The LEAD PLUS Programme has been specifically designed to give practising or potential functional or operational managers and Business Owners effective leadership skills that achieve a balance between developing key personnel, whilst defining and implementing change to ensure business survival and future growth. It's about understanding your organisation and 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 driving improvements through leading change in identified areas and increasing levels of performance and engagement.

LEAD PLUS provides an intensive introduction to the world of leading business improvements and winning the hearts and minds of key stakeholders. The programme is highly practical - the return on investment starts immediately the delegate re-enters their working environment. Two key features of the programme are the opportunity each delegate has to work with a personal coach to maximise personal effectiveness back in the workplace, and the implementation of a change/improvement project that can make a significant difference for the organisation.

The programme is delivered through six full day workshops that provide a range of leadership and change management tools and techniques, which support the development in the following key areas:



Becoming an Effective Leader



Challenge the status quo



Leading Innovation and Change



Defining Vision and Strategy



Managing Projects through People



Implementing and Managing Change

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Programme Content and Objectives

The LEAD PLUS Leadership Programme is delivered through a combination of six full day workshops, one-to-one coaching sessions, action plans and work-based activities, and the implementation of a Making a Difference change/improvement project.

Pre-programme Assessment and Familiarisation

A pre-programme one-to-one coaching session is conducted with both the delegate and manager to establish both a willingness to participate, and personal development needs. A combination of discussion and self assessment raises self-awareness and clarifies programme appropriateness. A 360 analysis with management identifies blind spots and confirms key objectives for both the delegate and organisation.

Workshop 1 - Becoming an Effective Leader

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:

- Define what is leadership?
- 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 to 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 also 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.
- Define a three year rolling strategy with first year actions and Key Performance Indicators.

Workshop 3 - Challenge the Status-Quo

Everyday we seek to implement improvements, change that really makes an impact. This workshop will develop and enhance the critical skills needed when you have 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:

- Understand Culture Change and the impact for key stakeholders.
- Approach problems with a proven methodology that delivers the best decisions.
- Understand the seven wastes and utilising the concept of waste as an improvement mechanism.
- Overcome resistance and potential conflict, winning hearts and minds to drive change forward.

Workshop 4 - Managing Projects through People

Most organisations need to assemble project teams quickly to manage the constantly changing customer and market demands, and a cohesive and motivated project team is essential if projects are to achieve their objectives. Whilst organisations normally have a clearly defined Project Management process, what they lack is project leaders with the right level of 'soft' management skills. The effective project manager is required to balance their time between defining, planning, managing, coaching, influencing and motivating individuals, whilst ensuring all key stakeholders contribute to delivering the agreed objectives on-time and within budget. These needs are constantly interacting upon each other. This workshop is designed to provide an intensive introduction to the world of delivering projects through effective people management. The key objectives for this workshop are:

- Define the scope and objectives of a project, and develop a business case.
- Identify the key elements of a project plan and apply a range of tools to plan, control and conclude a project.
- Communicate clear, concise objectives and project plans with stakeholders.
- Implement a range of tools and techniques to monitor a project, and ensure stakeholders commitment to time-scales, required outcomes and team working.

Mid-programme Review

A one-to-one development review is conducted between the tutor and delegate/manager after Workshop 4 to discuss progress, clarify objectives and identify additional support that may be required to complete the programme. It is normal at this stage of the programme to agree on how the delegate will conclude the programme and deliver a measurable return to the business.

Workshop 5 - Leading Innovation and Change

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. 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 of Workshop 5 are:

- Identify an opportunity for innovation and improvement in own organisation, and justify the improvement in the context of the organisations vision and strategy.
- Evaluate options to determine feasibility and viability in order to make a sound recommendation for change.
- Map stakeholder expectations and create and a change management plan for the innovation and improvement, including the monitoring against agreed objectives.
- Identify factors from the strategy defined in Workshop 2 that need action and develop plan.

Workshop 6 - Implementing and Managing 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 the final workshop are:

- Recognise the main barriers of change and how to manage resistance, negativity and conflict.
- Identify the eight steps for planning and implementing effective change.
- Lead staff through periods of change supporting the team to deliver the agreed outcomes.
- Use a coaching approach to enhance culture and increase performance and engagement.

Additional Programme Information

Delivery and next open programmes dates

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

		LEAD Plus 1/20	LEAD Plus 2/20
Workshop 1	Becoming an Effective Leader	2nd April	29th September
Workshop 2	Vision & Strategy	6th May	20th October
Workshop 3	Challenging the Status Quo	3rd June	10th November
Workshop 4	Project Management	8th July	8th December
Workshop 5	Leading Innovation & Change	5th August	5th January
Workshop 6	Implementing and Managing Change	9th September	26th January

Making a Difference Change/Improvement Project

Making a Difference is an integral part of Palladium Leadership and Management programmes. Delegates are challenged to make a difference through individual innovative change or continuous improvement projects, and provide feedback to their peer and management group. 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. These projects also provide a real work environment for delegates to implement the tools and techniques, embed their learning, and demonstrate their competence and confidence in leading change.

Investment

Total investment for one person to join an open group at Palladium Training is £1090 per person. Alternatively, this programme can be delivered internally to your organisation for a total investment of £9600. Based on a group size of ten persons, this reflects an investment of £960 per person. This cost includes all relevant materials, but excludes any costs associated with the venue.

Accreditation and Certification (optional)

There are two options for delegates to gain national recognition for their learning and development.

- For an additional investment of £119 per person, and on successful completion of this programme, submission of associated action plans, and implementation of a Making a Difference Project, the Institute of Leadership and Management will acknowledge the delegate through the Institute Approved Certificate and provide one year full membership allowing access to the Institutes comprehensive on-line resource library to support on-going personal development.
- For an additional investment of £389 per person, delegates can achieve the ilm Level 5 Award in Leadership and Management by submitting two formal assignments from a selection of ilm Units.