

LEADERSHIP & MANAGEMENT

(Each session is 4 hours)

Principles & Strategies of Leadership

SESSION 1

Leadership and Effective Business Relationships

- The importance of people and relationships in business success
- Using DiSC to interpret human behaviour
- Recognising your natural behavioural style
- Working with your strengths and weaknesses
- Understanding the behavioural styles of others
- People reading using DiSC – DVD exercises
- Adjusting your style in order to become more effective
- Understanding behavioural changes under stress
- Recognising conflicts of style

SESSION 2

Differences between Leadership and Management

- What is leadership and what is management?
- When to lead and when to manage
- Management in complex organisations
- Leadership in uncertain organisations
- The characteristics of exceptional leaders
- Reviewing your management behaviours
- The 13 Fatal Errors that managers make

SESSION 3

Values Based Leadership

- Emotional vs. cognitive leadership
- Articulating values and beliefs
- Achieving consistency between values and behaviour
- Inspiring a shared vision in your staff
- Selling the benefits of common goals and shared vision
- Enabling others and encouraging collaboration
- Taking initiative – opportunities for change and improvement
- Building credibility with staff
- Sustaining high employee morale

SESSION 4

Situational Leadership

- Factors influencing leadership effectiveness
- Understanding and applying Situational Leadership principles
- Leadership Style Diagnostic – identifying your natural leadership style
- Recognising the developmental levels of employees
- Directing, Coaching, Supporting & Delegating – an integrated model
- Using the appropriate leadership style to maximise retention and performance
- Analysing and planning for your team

SESSION 5

Delegation

- ❑ Delegation as a development tool
- ❑ How to delegate and avoid dumping
- ❑ What to delegate – letting go
- ❑ When to delegate – creating the time to do it
- ❑ The 12 Step Delegation Process
- ❑ Selecting the appropriate person to delegate to
- ❑ Understanding where the responsibility and authority lies
- ❑ Getting ownership and buy in
- ❑ Following up and creating accountability
- ❑ Selling the benefit to both parties
- ❑ Making delegation attractive to the delegate

SESSION 6

Managing Individuals through Change

- ❑ Personal attitudes to change
- ❑ Answering frequently asked questions and objections to change
- ❑ Understanding individual responses to change
- ❑ Recognising innate change capacity and change fatigue
- ❑ Building proactive rather than reactive responses to change
- ❑ Dealing with resistance to change
- ❑ Overcoming denial and negativity
- ❑ Reducing obstacles and resolving issues
- ❑ Identifying each individual's barrier point to change
- ❑ Coaching and supporting others through change

SESSION 7

Strategic Change Management

- ❑ Key drivers of success in achieving change
- ❑ The Murphy Curve – the importance of planning change
- ❑ Applying the “10 Step Change Management” process
- ❑ Clearly defining the nature of a change
- ❑ Creating urgency – establishing clear, compelling reasons to change
- ❑ Tolerating ambiguity and managing the team through uncertainty
- ❑ Determining objectives, tasks and time frames
- ❑ Securing resources for the change
- ❑ Encouraging contribution
- ❑ Ensuring two-way communication at all stages
- ❑ Embedding and institutionalising the change
- ❑ Ending a change and celebrating success

SESSION 8

Strategic Planning

- ❑ The benefits and pitfalls of strategic planning
- ❑ What is your purpose and objectives?
- ❑ Situational analysis – where are we now?
- ❑ What are the key strategic issues?
- ❑ Barriers to success – the McKinsey 6 S model
- ❑ Identifying key stakeholders
- ❑ What is the preferred scenario?
- ❑ Strategy formulation – how could this be achieved?
- ❑ Mission, vision and values
- ❑ Developing measured objectives and targets
- ❑ Strategy implementation
- ❑ Writing action plans
- ❑ Tracking and performance measures

SESSION 9

Innovation, Creativity and Lateral Thinking

- ❑ The limitations of argument and adversarial thinking
- ❑ Values and uses for the 6 Thinking Hats
- ❑ De Bono's 6 Thinking Hats – Black, Yellow, White, Red, Green, Blue
- ❑ Applying the power of parallel thinking
- ❑ Using the Green Hat to make time for creativity
- ❑ Controlling negativity and focussing thinking
- ❑ Increasing productivity and efficiency in meetings
- ❑ Systematic vs. occasional use of the hats
- ❑ Lateral thinking tools – how to increase innovation
- ❑ Harvesting ideas

SESSION 10

Decision Making and Problem Solving

- ❑ The decision making process
- ❑ Effective decisions = quality thinking x acceptance
- ❑ Low involvement vs. high involvement decision making
- ❑ Step by step problem solving
- ❑ Defining the problem and the pain
- ❑ Describing the desired state or goal
- ❑ Analysing potential causes and indentifying the true root cause
- ❑ Identifying possible solutions
- ❑ Brainstorming tools and avoiding limited thinking
- ❑ Selecting the best solution – weighted criteria
- ❑ Developing an action plan – gaining buy-in
- ❑ Implementing the solution and evaluating progress

Leadership Communication and Behaviours

SESSION 11

Communication Skills

- Defining and interpreting expectations
- Modes of communication and technology – when to use
- Impression formation – projecting confidence and credibility
- Active listening techniques – demonstrating interest in others
- Strategic questioning techniques – seeking information from staff
- Demonstrating an understanding of your staff and colleagues
- Giving clear information and explanations
- Speaking clearly and fluently
- Overcoming barriers to communication
- The power of conversations
- Using appropriate language
- Reading body language and non-verbal communication
- Communicating in a high tech environment

SESSION 12

Influencing Skills

- The difference between influence, persuasion, power & manipulation
- The behaviours and characteristics of effective influencers
- Recognising sources of power – personal and positional
- The law of reciprocity – what you give comes back to you
- The impact of scarcity – people will seize opportunities that are rare
- When to use authority – building knowledge and credibility
- Creating commitment – aligning your requests with their priorities
- Getting people to know you, like you and trust you
- How to use consensus – capitalising on group influence
- Planning your influence strategy
- Targeting your communication to the recipient
- Delivering persuasive and compelling messages

SESSION 13

Building Assertiveness

- Defining your strategies for asserting yourself at work
- The Interpersonal Influence Inventory (III) – self assessment
- Directness of communication vs. Consideration for others
- The Interpersonal Influence model – Open Aggression, Concealed Aggression, Passiveness and Assertiveness
- The difference between assertiveness and aggressiveness
- Building assertiveness: the ASERT process
- Analysing the Situation – dealing with emotions and perceptions
- Stating Your Position – script writing for future situations
- Evaluating Nonverbal Behaviours – yours and theirs
- Receiving Feedback – identifying your ‘triggers’
- Testing For Understanding

SESSION 14

Presentation Skills

- Types of presentations – product, technical, pitch, information, entertainment
- Designing your presentation for maximum impact
- How to prepare, rehearse and use notes
- Integrating props, material and visual aids to enhance your message
- Understanding your audience – managing group dynamics
- Selling your message – influencing your stakeholders
- How to open/how to close powerfully
- The delivery – timing and pacing
- Managing questions and challenging situations
- Techniques for the psychological and physical control of nerves

SESSION 15

Business Writing

- Preparing and planning your documents
- Using appropriate language
- Choosing the appropriate style and tone
- Structure and layout
- Plain English writing – achieving clarity and brevity
- Avoiding ambiguous grammar, punctuation and word choice
- Punctuation, spelling and grammar
- Memos, letters, reports and emails – what are the differences?
- Pitfalls to avoid
- A checklist for editing your work
- Guidelines for clear presentation of the report, proposal, or letter

SESSION 16

Effective Networking

- What is networking? – dispelling the myths
- Understanding the benefits
- Changing your way of thinking
- When and where to network?
- Preparing and planning to get the best from your networking
- Overcoming your fears and reluctance
- Who to approach and what to say
- Explaining what you do in a clear and interesting way
- How to make important and exciting small talk
- Discovering people's needs and wants
- How to deal with rude people
- Making appropriate introductions
- Best use of business cards
- How to keep in touch

SESSION 17

Negotiation Skills

- Five pure Negotiating Styles – what is yours?
- Balancing concern for outcomes with concern for relationships
- The traditional negotiation process – what goes wrong and why?
- The benefits of the Collaborative Negotiation process
- The importance of preparation
- Identifying needs and goals
- Defining critical points
- Gathering information
- Maintaining a positive attitude
- The 5 stages of a collaborative negotiation
- The rules regarding concessions
- How to read body language and monitor nonverbal cues
- Overcoming intimidation and emotional obstacles

Performance Management And Staff Development

SESSION 18

Interviewing and Attracting High Performers

- The challenges of recruitment in the current market
- Different types of interviews
- The 5-point interview plan to fill any position faster
- Preparing and planning for the interview
- Using Behavioural Interviewing questions
- Strategies to establishing rapport
- Describing your culture to ensure a fit for your organisation
- Selling your organisation to the candidate
- Finding out what they aren't telling you
- Understanding laws relating to recruitment & selection
- Evaluating and selecting the final candidate

SESSION 19

Managing Ongoing Performance

- Where does responsibility for performance lie?
- What are we managing? – More than just the technical skills
- Signs that a performance problem is developing
- What to do if you think you may have a performance problem
- When should you correct declining performance?
- Giving feedback – your strengths and weaknesses
- Overcoming resistance to feedback
- Guidelines for giving behavioural feedback
- How to receive feedback – creating a feedback culture
- Causes of poor performance
- Setting the performance objectives
- Following up reinforcing the behaviour and skills

SESSION 20

Running Effective Performance Appraisals

- Why conduct performance appraisals?
- Selling the vision and dealing with expectations
- What goes wrong – common appraisal errors
- Planning effective feedback
- Identifying positive performance – put the ‘praise’ back in ‘appraise’
- Differentiating the causes of non-performance from the symptoms
- Preparing for the meeting – the interview framework
- Keeping the appraisal focussed and on track
- Setting goal areas and agreeing upon the required performance
- Writing Key Performance Indicators
- Building action plans and milestones
- Evaluating the results achieved
- Providing the necessary follow-up action to support performance appraisal meetings

SESSION 21

Motivating Yourself and Your Team

- The benefits of motivated staff
- Using intrinsic vs. extrinsic motivators
- What people want
- 10 ways to reward
- Maslow and the implications of motivational theory
- The misconceptions regarding money!
- The importance of being valued
- Dealing with demotivated employees
- Personal motivation – where are you going?
- Where are you now?
- Your limiting beliefs
- Setting clear, well defined goals
- Plan of action

SESSION 22

Coaching As a Business & Management Tool

- Self assessment for the manager as a coach
- Coaching as a tool for accelerated development
- The core elements of business coaching
- Coaching skills and competencies
- Coaching education – what to tell your staff
- Building technical skills and psychological readiness
- The Behavioural Coaching Cycle
- Informal coaching – coaching when you see a need
- 10 Step Formal / Contractual coaching
- Identifying who would benefit from coaching
- Addressing distorted thinking and self limiting beliefs
- Dealing with emotions and resistance
- The coaching toolkit

SESSION 23

Financial Understanding for Non Accountants

- ❑ Introduction to financial statements: content, terminology and relationships
- ❑ The balance sheet, profit and loss, and cash flow statements
- ❑ Overview of accounting “rules”
- ❑ Accounts receivable – valuation and recognition of bad debts
- ❑ Inventory – cost accounting and implications for profitability
- ❑ Market valuation and accounting for depreciation
- ❑ Borrowings – interest and principle loan obligations
- ❑ Profit and loss statements – revenue and expense recognition
- ❑ EBIT, EBITDA – calculation methods
- ❑ Cash flow classification – operating, investing and financing
- ❑ Ratio analysis – liquidity, management efficiency, financing, profitability
- ❑ Case studies calculations and discussion

Organising and Managing Yourself And Others

SESSION 24

Time And Task Management

- ❑ Organising yourself – evaluating your personal work habits
- ❑ Planning ahead – day, week, month
- ❑ Must, should and want to do lists
- ❑ Using planning and scheduling tools
- ❑ Capitalising on your energy levels and prime times
- ❑ Dealing with deadlines
- ❑ Prioritising – distinguishing urgency from importance
- ❑ Negotiating interruptions and managing others
- ❑ How to say ‘no’ without damaging the relationship
- ❑ Managing paperwork and emails
- ❑ The importance of flexibility
- ❑ Strategies for overcoming procrastination

SESSION 25

Running Effective Meetings

- ❑ Three essential meeting stages
- ❑ Meeting preparation
- ❑ Tips for scheduling meetings
- ❑ Team meeting roles (leader, facilitator, recorder, participants)
- ❑ Meeting responsibilities
- ❑ Key steps to developing an agenda
- ❑ SMART objectives
- ❑ Setting the ground rules
- ❑ Keeping the meeting focussed and on track
- ❑ Meeting minutes
- ❑ Closing a meeting – creating action items
- ❑ Evaluating your meetings

SESSION 26

Work/Life Balance & Stress Management

- Work related Stress – a world wide epidemic
- Deferred Happiness Syndrome – how does it affect you?
- Signs and symptoms of on going stress
- Optimism and its impact on resilience
- Don't wait for a crisis before doing something differently
- Are you coping as well as you think
- Identifying your values
- Changing your thinking and attitudes
- What are you prepared to give up?
- Financial savvy – how much is enough?
- The seven steps to sanity
- Change your behaviour, change your habits, change your life
- Using your support network

Managing Teams and Team Dynamics

SESSION 27

Building Successful Teams

- Understanding the components of successful teams
- Recognising why teams do and do not work
- Accepting how the team environment is changing
- Making our team work – aligning individual goals
- “What’s in it for me?” – recognising the value of teamwork
- What skills are necessary for a successful team
- Team development – where are we now?
- Managing the teaming process – how to move forward?
- Different roles with the team
- What is my role within the new team?
- Increasing cooperation and support
- Building trust and commitment
- Capitalising on personal and role diversity

SESSION 28

Conflict Resolution

- The psychology of difficult people
- The consequences of avoidance and poor conflict management
- What is conflict and confrontation?
- Managing disagreements and conflict
- Emotion vs. logic – why people don't listen
- Diffusing anger and emotion
- Handling with misinterpretation
- Negotiating the solution process
- Separating the person from the problem
- Getting to Win/Win
- Not taking conflict personally
- Letting it go – not carrying the conflict and stress with you



Your Trainer

Scott Henderson (Bachelor of Science, Master of Arts - Psychology)

Our Training Manager, Scott is a registered psychologist with a solid background as an educator. He has worked as a lecturer in psychology, behavioural science and research at the Universities of Sydney and Western Sydney. Lecturing for 6 years at both undergraduate and postgraduate levels, Scott specialised in the disciplines of health and social psychology. His expertise includes such areas as leadership, teams and group dynamics, communication and body language, persuasion techniques, stress, and workplace satisfaction.

Since 1999, his work in the corporate sector has spanned the spectrum from industrial psychologist to corporate trainer. In 2004 he became a certified Master Coach in Behavioural Coaching and continues to coach both individuals and teams at all levels within the companies with which he works.

His unique perspective of inter- and intra-personal understanding complements the delivery of his training programs and ensures a rigorous and scientific approach to each participant's growth and development. He has delivered training throughout Australia and New Zealand including courses in Customer Service, Team Building and Team Integration, Communication, Leadership and Management, Performance Management, Coaching, Conflict Resolution, Sales and Business Development, Time Management, Life Balance, Interpersonal Skills and Professional Presentation Skills. Additionally Scott continues to work hard to dispel the stereotype that psychologists actually get people to lie down on couches!

Sample Client Feedback

“Initiating a leadership development program was something that our staff was asking for. Typically with accounting firms the technically astute find themselves in management roles without the fundamental people skills required to manage staff and the day to day ‘people’ issues. Scott presented a program which was spread equally across 6 months which afforded staff the time to manage their day and to also participate in training. The sessions have been extremely well received, tasks are discussed and followed up fortnightly, information learned is immediately put to practice. Staff are at the receiving end of various techniques which are assisting our leaders to break down the barriers they had often felt when communicating often difficult performance related issues with staff. The BSI Leadership Program has proven itself to be a valuable investment in our people.”

Olivia van Putten, HR/Marketing Manager, Moore Stephens



“Belkin decided to partner with BSI to launch the Belkin Leadership Program. The outcomes achieved from this program exceeded our expectations and resulted in a positive change in the organizational culture and the overall quality of our leaders. The program gave managers a common language and tools to use and was delivered in an engaging format that catered for all learning styles. BSI’s commitment to delivering quality, customised and results driven development programs is second to none and is the reason why we have continued to utilise their services beyond our initial scope.”

Melissa Olsen, Human Resources Manager – ANZ, Belkin Ltd