

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
- People reading using DiSC
- Understanding the behavioural styles of others
- Adjusting your style in order to become more effective
- Recognising conflicts of style

SESSION 2

The 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 to for change and improvement
- Building credibility
- Sustaining high morale

SESSION 4

Situational Leadership

- Varying approaches to leadership
- Factors influencing leadership effectiveness
- Understanding and applying Situational Leadership principles
- Leadership Style Diagnostic – identifying your natural style
- Recognising the developmental levels of staff
- 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
- 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 Change

- Responsibilities of change agents
- Building change management competencies
- Selecting the right change management style
- 10 step change management model
- Communicating change
- Individual responses to change
- Dealing with resistance to change
- Managing redundancies

SESSION 7

Strategic Planning And Decision Making

- The planning process – steps to success
- Where are we now?
- Barriers to success
- Preferred scenario
- How could this be achieved
- Short term and long term planning
- Effective decision making
- Encouraging quality thinking
- Creating buy-in
- From decision to action

SESSION 8

Innovation, Creativity And Lateral Thinking

- The limitations of argument and adversarial thinking
- De Bono's 6 Thinking Hats
- The power of parallel thinking
- Increasing productivity in meetings
- Systematic vs. occasional use of the hats
- Lateral thinking tools – increasing innovation
- Harvesting ideas

Leadership Communication And Behaviours

SESSION 9

Self Leadership

- Building a leader's mindset and conscious self leadership
- Enhancing self esteem and confidence
- Recognising the impact of intentional meaning making
- Values, meanings, intentions and states
- Using the Self-Alliance Reference Scale
- Personal competence, social competence and synergistic competence
- Self actualising – synchronising meaning and performance
- Vision clarity and commitment
- The leadership quality-staff productivity relationship
- Realising your leadership potential
- Creating enthusiasm and engagement in yourself
- Developing tactics for sustainability

SESSION 10

Communication Skills

- Defining and interpreting expectations
- Modes of communication and technology – when to use
- Impression formation – getting it right
- Active listening techniques
- Questioning skills – seeking information from staff
- Giving clear information and explanations
- Overcoming barriers to communication
- Using appropriate language
- Non-verbal communication

SESSION 11

Building Assertiveness

- Defining your influence at work?
- The Interpersonal Influence Inventory (III) – self assessment
- Understanding your influence style
- Directness of communication
- Consideration for others
- The Interpersonal Influence model
- Openly Aggressiveness, Concealed Aggressiveness, Passiveness and Assertiveness
- Characteristics of assertive communicators
- Building assertiveness: the ASERT process

SESSION 12

Presentation Skills

- ❑ Types of presentations – product, technical, pitch, information, entertain
- ❑ 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 13

Business Writing

- ❑ Preparing and planning your documents
- ❑ Using appropriate language
- ❑ Choosing the appropriate style and tone
- ❑ Structure and layout
- ❑ Achieving clarity and brevity:
 - Avoiding ambiguous grammar, punctuation and word choice.
 - Writing shorter sentences.
- ❑ 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 14

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 15

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
- When and how to take ‘time out’ to mutual advantage

Performance Management And Staff Development

SESSION 16

Interviewing And Attracting High Performers

- The challenges of recruitment in 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
- Nonverbal messages: finding out what they aren’t telling you
- Understanding laws relating recruitment & selection
- Evaluating and selecting the final candidate

SESSION 17

Managing Ongoing Performance

- Where does responsibility for performance lie?
- What are we managing?
- 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
- Creating a feedback culture
- Causes of poor performance
- Setting the performance objectives
- Following up reinforcing the behaviour and skills

SESSION 18

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 19

Motivating Yourself And Your Team

- The benefits of motivated staff
- External vs. internal 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 20

Coaching As A Business & Management Tool

- Coaching as a tool for accelerated development
- Coaching – its core elements
- Coaching skills and competencies
- Building technical skills and psychological readiness
- The Behavioural Coaching Cycle
- Informal coaching – when and where to coach
- 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

Organising and Managing Yourself And Others

SESSION 21

Time And Task Management

- Organising yourself
- Planning ahead – day, week, month
- Must, should and want to do lists
- Capitalising on your energy levels and prime times
- Dealing with deadlines
- Prioritising – distinguishing urgency from importance
- How to say ‘no’ nicely
- Dealing with interruptions and managing others
- Managing paperwork and emails
- The importance of flexibility
- Overcoming procrastination

SESSION 22

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
- Meeting minutes
- Closing a meeting – creating action items
- Evaluating your meetings

SESSION 23

Beyond Balance – Work Life Integration

- Work related stress – a worldwide epidemic
- Deferred Happiness Syndrome
- Signs and symptoms of on going stress
- Don't wait for a crisis before doing something differently
- Are you coping as well as you think?
- Identifying your values
- What are you prepared to give up?
- Financial savvy – how much is enough?
- The 7 Steps To Sanity
- Change a mind-set, change a habit, change a life
- Using your support network

Managing Teams And Team Dynamics

SESSION 24

Building Successful Teams

- Components of a team
- Why teams do and do not work
- Making your team work
- What skills are necessary for a successful team
- Building a successful team – the teaming process
- Different roles with the team
- Increasing cooperation and support
- How to get the best out of difficult team members

SESSION 25

Problem Solving

- Defining the problem
- Describing the desired state or goal
- Analysing potential causes
- Identifying possible solutions
- Brainstorming tools
- Selecting the best solution – weighted criteria
- Developing an action plan – gaining buy-in
- Implementing the solution and evaluating progress

SESSION 26

Conflict Resolution

- Capitalising on diversity
- What is conflict and confrontation
- Constructive conflict
- Managing disagreements and conflict
- Strategies that work!
- Reading the situation
- Knowing your outcome
- Getting to Win/Win



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 Key Account Management, Time and Stress Management, Decision-Making and Professional Presentation Skills. Additionally Scott continues to work hard to dispel the stereotype that psychologists actually get people to lie down on couches!