

THE MAXIMUM PERFORMANCE INSPIRING LEADER PROGRAMME

OVERVIEW

1 PERSONAL PROFILE, 2 360° REVIEWS, 4 ONE-TO-ONE COACHING SESSIONS AND 4 TWO-DAY WORKSHOPS TO HELP YOU BECOME AN INSPIRING LEADER

'Leadership' is a much abused word. You may be in – or aspire to – a leadership position but would those around you recognise you as a leader in your organisation? Or would they simply see you as a good manager? What's the difference? 'Leadership' implies 'followership'. That's the key difference from management. True leaders inspire others to follow. They don't just tell them which way to go. This programme is designed for those in, or aspiring to, a leadership position. It takes a very practical 'bite-sized', modular, approach which gives you plenty of tools and strategies to apply within your organisation as well as the opportunity to learn from others' experiences, reflect on your own, and benefit from the inspirational advice and guidance of an expert trainer and leadership specialist, **David Durkin**.

ILM RECOGNITION

This programme is recognised by the Institute of Leadership and Management as a 'Development programme'. This is the benchmark of high quality leadership and management training.

On completion of the programme, participants receive a Development certificate from the ILM, recognising and celebrating their learning and achievement.

YOUR PROGRAMME AT A GLANCE

PRE-PROGRAMME ONLINE 360° ASSESSMENT

PRE-PROGRAMME PERSONAL PROFILE REPORT

PRE-PROGRAMME PREPARATION

- (self-reflective audit of your leadership, personal aims and impact map)

WORKSHOP 1: LEADERSHIP MATTERS

- (two days, central London)

ONE-TO-ONE COACHING SESSION 1

- (a one-hour telephone call)

WORKSHOP 2: STRATEGIC THINKING AND DECISION-MAKING

- (two days, central London)

ONE-TO-ONE COACHING SESSION 2

- (a one-hour telephone call)

WORKSHOP 3: LEADING TEAMS TO ACHIEVE HIGH PERFORMANCE

- (two days, central London)

ONE-TO-ONE COACHING SESSION 3

- (a one-hour telephone call)

WORKSHOP 4: DEVELOPING OTHERS

- (two days, central London)

POST-PROGRAMME ONLINE 360° ASSESSMENT

ONE-TO-ONE COACHING SESSION 4

- (a one-hour telephone call)

INTRODUCTION

Leadership implies followership. Do you have any followers?

To inspire others, you need to be inspired. Are you?

And you need all the tools for the job. Do you have them?

If you are in, or aspire to, a leadership position but can't quite say 'yes' to these questions, then this is the programme for you.

The Maximum Performance Inspiring Leader Programme has been designed to stretch, and to help build the confidence of, senior managers in leading their people and their part of the organisation. It takes you through various models and theories, tools and techniques, but with the emphasis very much on the practical – what will help you, in your particular situation, given your particular preferences and personality profile.

We kick off by looking at what makes you tick and at what other people currently think of you as a leader. You'll get a 360° feedback report and a personal profile report at the beginning of the programme, to help you hold up the mirror to yourself and identify those areas on which you need to focus in order to develop your leadership skills. You'll also get feedback on this from the Programme Director in the first of four one-to-one coaching sessions you'll have with him.

Workshop 1 goes on to challenge you to think about the differences between leadership and management, different types and styles of leadership, analysing the subject in such a way as to help you determine what you want your own leadership style to be.

Leadership is very much about setting direction and taking decisions, so Workshop 2 is an opportunity for you to explore strategic thinking and decision-making, examining the implications for your role and for your part in the leadership of the organisation. Leadership is also very much about performance.

Workshop 3 therefore examines the dynamics of high-performance teams, to help you lead your people to achieve results they would not have thought were possible.

And it's all about people, so Workshop 4 focuses on how and why you should invest in your people, developing and using your coaching and mentoring skills in particular.

Optional activities and resources are recommended for you to use between each workshop, and you can get practical advice and feedback on how you're developing your leadership skills in the one-to-one coaching sessions you will have with the Programme Director over the phone between each workshop.

YOUR PROGRAMME DIRECTOR



DAVID DURKIN has extensive global experience of consultancy in leadership and talent development, team dynamics and learning programme direction across a range of industries. He believes passionately in the value of continuous learning and development as a significant contributor to business performance. With over 20 years of experience in designing, delivering and evaluating development programmes, David designs and facilitates learning processes that are both challenging and supportive, delivering exceptional results.

His extensive client list includes Volvo Truck & Bus, Jaguar Land Rover, Honda (UK), Volkswagen Audi, Network Rail Finance, Standard & Poors (UK, USA & Canada), Standard Chartered Bank (Hong Kong), Carphone Warehouse, Best Buy, Argos, Siemens, Glaxo Smith Kline (Belgium), National Grid, Coutts Private Bank (Switzerland), American Express, Barclays, Deutsche Bank, Tenet Group, Co-operative Bank, LV=, Nat West, Zeiss, MD Insurance, the DWP, SITA, etc, etc. David has been a guest speaker at the HR Leaders Forum and two 'best practice' case studies have been published about his work with a regional sales team to accelerate performance to exceptional achievements.

David's practical experience is based on a very successful career in retail and corporate banking, where his successful leadership and development of a number of sales and customer service teams took him into specialist learning and development consultancy and senior leadership roles with Barclays. He successfully led the Learning Design teams and then became Programme Director at Barclays University Business School.

His primary areas of specialisation are:

- Design and facilitation of interventions within the key areas of leadership development, accelerating executive team performance, emotional intelligence, commercial thinking, finance, change leadership, performance management, coaching and talent management.
- High quality facilitation to board level of development interventions ensuring accelerated team and individual development that delivers high performance levels with tangible results.

As an accomplished and experienced coach, David works with leaders at various stages in their development, with a focus on personal growth to improve individual and business performance and change leadership.

FEEDBACK

*'A **really inspiring** event.'*

*'A **fantastic** learning opportunity and time to reflect on how the learning will impact your role and others.'*

'The common element within the sessions was the practical application and examples that were used to demonstrate the theory. All sessions were particularly participative.'

'Trainer is very knowledgeable and course is very thought provoking.'

'Keeps your attention and the enthusiasm level up.'

*'A mind-stretching event. **Incredible** to get the different perspectives from everyone there and has made me think about what does matter and what is important.'*

*'I found your programme **invaluable** and it has given me the drive to focus on my leadership skills, hopefully making me the best leader I can be, always looking to learn and work on my blind spots.'*

FACT FILE

Format

The programme revolves around the four two-day workshops outlined above. These are very participative, high-energy sessions, focused on helping you put the theory into practice. You will be given follow-up materials and brief assignments after each workshop, including videos, articles and suggestions for further reading. The assignments are individual activities for development which will require you to, for example:

- Coach and develop your own team
- Develop and implement your own action plan
- Gather feedback and monitor your approach, mindset and behaviours
- Complete skills diagnostic questionnaires to raise awareness and assess current capabilities

Personal 360° feedback report

You will receive a comprehensive personal report at the start of the programme and another at the end of the development journey to provide a measure of progress achieved. LeaderView 360 provides a concise 360° feedback assessment focusing exclusively on critical leadership behaviours required for competitive performance in today's organisations. You will receive general feedback on the 360° in Workshop 1, with the opportunity to explore it in more depth during your first follow-up one-to-one coaching session.

Personal profile report

You will also receive a comprehensive personal profile report that gives more perspectives on individual performance, leadership, and high energy team working. It offers personal insights and feedback based on extensive research with and for leaders and managers into what creates personal success and high performance team working. It will help you achieve results for yourself and those with whom you work. You will receive general feedback on the personal profile report in Workshop 1, with the opportunity to explore it in more depth during your first follow-up one-to-one coaching session.

One-to-one coaching

Between each workshop, and again after the final workshop, you will have an hour-long one-to-one coaching session over the phone with the Programme Director in order to explore personal learning and insights, set priorities, and review progress and challenges since the start of the programme. The final coaching session will focus on your post-programme 360° report and your follow-up actions. If appropriate (it's your decision), and by arrangement with the Programme Director, you may choose to include your own line manager or stakeholder in part of the first and last coaching sessions (this can be particularly useful if the stakeholder has had to approve your participation in the programme and / or if you want them to be fully apprised of what goes on during the programme). Dates for the coaching sessions will be arranged during the workshops.

Group size

We limit the group size to between 6 and 12 to ensure the ideal participant : trainer ratio.

Full details of the various activities (particularly the 360° and the personal profile report) will be included in your 'joining instructions'.

Who should attend?

This programme has been designed for those who are already in, or who aspire to, a leadership position and who recognise the need to improve their leadership skills. It is intended for those who really want to raise their game, to make a significant difference, to transform their own performance and that of the people they lead. It's not a question as to what job title you currently have, your status, or your level within the organisation – it's about whether you want to be an inspiring leader.

What will you get out of it?

The programme will equip you to develop a proactive approach to leadership. By the end of the programme you will have:

- taken stock of where you are now as a leader (using the pre-programme 360° feedback report and the personal profile)
- decided where you want to get to (using the practical tools and techniques explored in the workshops)
- started on the journey (with the benefit of one-to-one coaching as you go) and
- seen tangible results (as reflected in your post-programme 360° feedback report)

Led by an outstanding Programme Director, David Durkin, this programme will inspire you.

It will help you inspire others.

YOUR PROGRAMME IN DETAIL

PRE-WORKSHOP

- Online 360° assessment
- Personal profile report
- Self-reflective audit of your leadership, personal aims and impact map

WORKSHOP 1: LEADERSHIP MATTERS

1 Introduction

- Programme and personal objectives
- Expectations and commitment
- The learning journey
- 360° feedback
- Personal profile report

2 Management and leadership – a question of style

- The role, accountabilities and responsibilities of the manager
- Leadership styles; situational leadership
- Questionnaire – what's your style?
- The difference between management and leadership

3 Strategic v tactical leadership

- Definitions and the focus required for a leader
- Where's your strategic focus (current and future)?

4 Developing a team vision

- Components of an effective vision
- Contributing to overall vision and goals
- Setting and providing guidance on values and goals
- Setting direction – what's your vision for your team?

5 The power of storytelling

- The psychology of powerful stories
- The effective storyteller!
- Crafting your own story

6 The shadow of the leader

- Identifying your leadership brand – your leadership shadow
- Does this align with your 360° feedback?
- Getting the best from you... skillful authenticity
- The power of emotional intelligence

7 Reactive and proactive mindsets

- The proactive leader v the reactive leader
- Defining proactive thinking – what's your mindset?
- Identifying opportunities for more proactivity in yourself and others

8 Understanding your Team Management personal profile report

- An extensively researched and proven psychometric tool that shows how personal development is the critical first step to high performance

- A 26-page report looks at where your motivation lies and how you are likely to lead, manage and link with others who may have different perspectives on the world of work
- The report will be explained during the workshop and you will receive one-to-one feedback on it as part of your first coaching session

9 What does this mean for you and your role as a leader?

- Where and how do you have an impact on the organisation?
- 'Back to the future' thinking
- So what? – priority setting for action, what next? and sources of support

POST WORKSHOP

- One-to-one coaching session 1
- (a one-hour telephone call with the Programme Director, to include personal feedback on the 360° assessment and personal profile report)

WORKSHOP 2: STRATEGIC THINKING AND DECISION-MAKING

1 Introduction

- Review, reconnect and progress update of actions and learning
- Elevator pitches – what sort of leader are you? And feedback

2 Strategic thinking

- Strategy, strategic thinking and strategic decision-making defined
- Four strategic thinking styles
- Liedtka's five elements of thinking strategically
- Drivers of strategic and commercial decisions

3 Strategic analysis tools

- A range of tools to analyse external influences
- Forecasting techniques
- Analysing your customers and your competitors
- Analysing your internal capabilities
- A model to summarise and communicate your actions

4 Decision-making – theory and application

- How to tackle tough decisions
- Avoiding bias, groupthink, and other interference to your decisions
- Are you ready to decide?
- A checklist for decision quality control

5 Organisational decision-making

- Types of decision – responsibilities of the board
- Balancing your priorities
- Decide how to decide!
- Organisational decision-making models

6 Making commercial decisions

- Left brain and right brain, convergent and divergent thinking
- Analysis and instinct

7 Interactive case study exercise – business decisions

- Emotional and rational elements of decision-making
- Reflections – what is your style of decision-making?
- Creating a business case
- Improving profitability

8 Planning the future

- Long- and short-term aims
- Strategic objectives
- Planning documents; constraints and requirements for the plan period

9 What does this mean for your role?

- Where and how do you have an impact on the organisation?
- Do your decisions support the strategy?
- So what? – priority setting for action, what next? and sources of support

POST WORKSHOP

- One-to-one coaching session 2
- (a one-hour telephone call with the Programme Director)

WORKSHOP 3: LEADING TEAMS TO ACHIEVE HIGH PERFORMANCE

1 Review and reconnect

- Progress update of actions and learning

2 Leading change

- Why organisational change happens and degrees of change
- Personal Investment Model and reactions to change
- Group activity – Victims, Survivors, Saboteurs & Navigators

3 Employee engagement

- Measures of engagement
- The business case for engagement
- Achieving through others
- How to build and strengthen engagement

4 Defining and building a high-performing team

- Definition and dimensions of high performing team
- Your role – taking accountability for the team's performance
- How to build a high performing team – the essential components
- Recognising and appreciating the diversity of team roles, against working as individuals
- Work preferences and your personal TMP profile

5 Team exercise

- Experiential exercise of team building and leadership behaviours / style
- Insights and personal feedback

6 Leading static, remote and virtual teams – different approaches

- Differentiating between different types of team
- Working together apart – challenges and opportunities of virtual or remote team working
- Supporting and developing people you may not see every day

7 What does this mean for my role?

- How do I lead my team(s)?
- Personal feedback from others
- How should I drive up performance of my team?
- So what? – priority setting for action, what next? and sources of support

POST WORKSHOP

- One-to-one coaching session 3
- (a one-hour telephone call with the Programme Director)

WORKSHOP 4: DEVELOPING OTHERS

1 Models of coaching and mentoring

- Coaching v mentoring v training
- The process of coaching
- Blind coaching exercise
- Reviewing your threshold of capabilities and your personal challenges

2 Skills practice 1

- Real-time practice
- Demonstrating and benchmarking your coaching skills
- Individual feedback

3 Development in the context of managing performance

- Inputs and outputs of an effective 1-2-1 discussion
- Key skills to deliver a great 1-2-1 conversation
- Experiential exercise – what is your current skill level?
- Spot the development gap

4 Recognising and meeting development needs

- How to recognise a potential development need
- How do we learn? – Kolb's learning cycle
- Learning styles
- Developing different performance levels

5 Developing different performance levels

- Spotting and developing high potential
- Adapting your style to the situation

6 Changing behaviour in others

- Effective feedback
- The power of consequences
- The ladder of inference

7 How to develop others

- Training v development
- The range of available development solutions and approaches
- Building an effective development plan
- Aggregating learning development needs

8 Skills practice 2

- Application of learning – developing your coaching conversations
- Individual feedback

9 Advancing and refining your coaching skills

- Appreciative inquiry
- A range of coaching tools
- Coaching different thinking styles and learning styles
- The value of coaching in relation to your leadership style

POST WORKSHOP

- One-to-one coaching session 4
- (a one-hour telephone call with the Programme Director, to include personal feedback on the final 360° assessment and your continued journey of leadership development)



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