
Inspirational Leadership

Duration: Two Days

Course Objective

To provide the participants with the opportunity to undertake a detailed examination of a number of indispensable leadership tools. In addition to gaining a real insight into the tools, the participants will be able to explore their practical application, using their own individual examples.

Underpinned by Blanchard's Situational Leadership II®, and the *Ten Golden Rules of Leadership*®, the participants will examine their preferred style, their leadership strengths, development areas and potential blind spots. They will draw on their own experiences and examples to bring the Golden Rules to life, understanding how to practically apply them in their own work environment.

Through a series of facilitated group discussions, the participants will also explore a range of pragmatic and highly effective performance management, coaching and feedback tools.

Due to the facilitative nature of the programme we recommend that participants have a minimum of two years' people management experience before attending this intensive programme.

By the end of the course, participants will be able to:

- 🌟 Create a compelling vision for the people and communities they influence
- 🌟 Define the challenges of management and leadership, identifying individual preferences, strengths and development areas
- 🌟 Recognise and practise a set of behaviours that will enable them to demonstrate and role model *The Ten Golden Rules of Leadership*®
- 🌟 Identify their preferred Situational Leadership II style and develop an individual situational leadership development plan

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- Demonstrate the use of feedback and coaching as effective people development and performance management tools
 - Apply a range of performance management tools and techniques to achieve results and encourage the 'right' behaviours.

Course Elements

Ground rules

In this initial session the participants will discuss and evaluate the need for a set of ground rules. Participants will understand that the ground rules provide guidance and clarity for the team and, in doing so, establish a set of behavioural expectations that are aligned to the overarching business vision.

Leadership vs Management

The aim of this session is to separate the commonly entwined terms of leadership and management. It will examine the skills, attributes and behaviours of effective leadership and management and provide definitions for both. It will help the participants to identify their current individual preferences for either leadership or management and begin to address the concept of leadership flexibility, one of the programme's underlying themes.

Introducing *the Ten Golden Rules of Leadership*©

Following our in-depth examination of both management and leadership we will introduce the '*Golden Rules*' and how they are delivered through the skills, attributes and behaviours of inspirational leaders.

Developing people and the role of the Action Centred Leader

In this session the participants will discuss the concept of Action Centred Leadership. We will examine the key action centred leadership principles 'Achieve the Task', 'Build the Team' and 'Develop the Individual' and discuss their practical application. We will then consider where the participants currently spend the majority of their time and the historical drivers that underpin their preference before discussing the impact of a lack of a 'helicopter' approach on motivation and long term task achievement

Situational Leadership

In this session we will introduce Blanchard's Situational Leadership II theory. We will examine the four distinct development stages an individual goes through as they learn a new task before considering the appropriate leadership style that needs to be applied to be able to delegate effectively. We will then examine the participants' individual Situational Leadership preferences, analysing the impact of applying the inappropriate leadership style.

Feedback

The purpose of this session is to explore the role of feedback in the people development process and the links to Situational Leadership II. We will consider the purpose of feedback and the different types of feedback we need to give before examining the participants' current beliefs and emotions regarding both 'giving' and 'receiving' feedback. We will then introduce a tool that will enable the participants to structure and deliver quality evidence driven feedback before finally discussing people's reactions to 'change' feedback.

Coaching

We will now begin to investigate the leaders' role as a coach. The participants will examine definitions of coaching and discuss some of the common misconceptions that surround coaching. In addition we will explore some of the barriers to coaching and how they can be overcome. We will then introduce the GROW coaching framework and begin a practical exercise that considers the questions that an effective coach needs to ask at each stage of the process.

Assessing performance

This session begins with the participants examining the link between effective performance management, individual and team motivation and overall business performance. They will investigate who, in reality, they actually 'performance manage' on a day to day basis, with particular reference to four different performance types. We will then create a practical performance management framework that utilises the tools that we have previously explored, highlighting the importance of clear and effective communication at every stage of the cycle.

ILM Assessment Criteria

As an optional addition to this programme, participants may pay a £150 + vat supplement and complete a post-course assignment with assessment to qualify for an *ILM Endorsed Award*.

The assessment requires participants to provide evidence that they have effectively used some of the key elements of the programme back at work.

At the beginning of the programme, participants are provided with a Learning Diary to compile as they go forward using skills covered on the course. The template will make it easy for them to capture actions and activities, and encourage them to define each entry in terms of the skills used.

Then, 6 weeks after the programme has been completed, we will require participants to:

- Submit their diaries to Phoenix by email, with all entries clearly marked.
- In addition, each participant must write a case study of how they have dealt with a particular situation. This would include a description of the background to it, including how they defined their objective; a section on the actions taken and finally a section on the results seen to date and how they have measured it. In total this would amount to c. 500 words (100; 200; 200)