

The leader who matters

Curriculum

For whom

You have been a manager for a few years. You have not often taken the opportunity to reflect on what it means to be a leader and what kind of leader you really want to be. In the meantime your team might have been growing step by step. Every now and then you find yourself struggling with leading others.

You want to further develop your leadership. To transform your drive and strengths into being an effective leader for your team and for your external stakeholders. To become a leader who matters. And therefore you also want to know how to deal with your pitfalls and dysfunctional behavioural patterns.

Do you like to grow as a person and as a leader? Then you are welcome in this leadership program.

Starting points

In our approach we want to start from the following.

- Be willing, become able.
- First be able to lead yourself, then learn to lead others.
- Build on your drive and strengths, taking pitfalls and dysfunctional patterns in account.
- Learning by doing.
- Small group learning with an energizing cocktail of theory, action and reflection.

In learning by doing we will regularly apply the cycle of 'Assessment, Challenge and Support' (ACS). Periodically we will assess the effectiveness of you as a leader, define a new challenge and arrange support to realize these challenges.

The approach

1. Management DISC 3D.

Get a picture to better understand:

- Your behaviour.
- Your management style.
- Your relational and communication strengths.
- Your driving forces.
- Your thinking preferences.

DISC is straightforward and profound.

2. A kick-off meeting with your manager and the consultant.

A meeting to set goals for your development and arrange the support you need in your development.

3. 360° feedback.

Collect feedback from three persons who know you very well and from your manager. It gives you information about your strengths and pitfalls.

4. Group sessions and one on the job.

The program consisting of 8 sessions will be customized based on the information from the steps so far. Each session will be about 3 hours and contains a mix of theory/tools and reflection for on the job learning. In each session new personal challenges will be defined to try out new behaviour as a part of on the job learning. Each session is a combination of coaching and relevant theory. In the coaching we will use the practical case from your work.

You will be asked to read literature between the sessions and to keep a ‘travel record’ of your journey.

At least one session will be organized with an actor to try out new behaviour in a safe environment. To deal with challenging situations you regularly experience at the workplace.

5. Visits.

We will arrange a visit to one or more experienced managers in our network. This will give you an opportunity to reflect on your own challenges and development and to receive their point of view. You will be able to use this external feedback to take with you to your work place.

6. A final meeting with your manager and the consultant.

Goal is to agree upon ways to maintain new behaviour, ways to further develop yourself and upon the support needed.

The program (draft)

The program will be customized based on the results of the kick-off meetings of all participants. This is a general outline.

1	<p>Who you are.</p> <ul style="list-style-type: none"> • Your identity and values. • What is personal leadership? Theory and tools. • Your strengths, pitfalls (360° feedback) and goals for your leadership development. • Choose a challenge for the next period. Apply a typical strength or overcome a typical pitfall.
2	<p>Your typical behaviour.</p> <ul style="list-style-type: none"> • Your strengths and pitfalls (360° feedback). • What is learning and your learning style (learning style indicator)? • Choose a case: explore patterns in your typical behaviour. • Adjust your development goals. • Choose a challenge for the next period. As an outcome of your case.
3	<p>Communication to effectively cooperate</p> <ul style="list-style-type: none"> • Communication: the basics. <ul style="list-style-type: none"> ○ LSD: Listen - Summarize - Deep questioning. ○ I-messages: effectively express what you want others to do and give feedback. • Nonviolent communication. • Practice with an actor. • Choose a challenge for the next period. Based on what you just experienced.
4	<p>Becoming more effective by motivating and delegating</p> <ul style="list-style-type: none"> • You as a leader: who you are is how you lead. • Your leadership role and style. How to motivate others? • The mutual benefit of delegating. How to create ownership and delegate? • An exercise in delegation. • Choose a challenge for the next period to put delegation into practice.
5	<p>You as a team leader</p> <ul style="list-style-type: none"> • Team development and team dynamics. • How to lead a meeting effectively. • The undercurrent in communication and teams. How to deal with it? • How to manage difficult situations in a team meeting (interventions). • Choose a challenge for the next period. For example to have a conversation about a controversial subject or the undercurrent in your team.

6	<p>Leading your team in a meeting (on the job)</p> <ul style="list-style-type: none"> • Set a learning target for your next meeting. Discuss scenario's for the next team meeting with the consultant. • Put your intentions into practice in a team meeting on the job. Optionally the consultant will observe and give you feed back. • Reflect on your role and behaviour in the team meeting. Are there specific skills for further training?
7	<p>Managing your stakeholders</p> <ul style="list-style-type: none"> • Dealing with stakeholders. Making a stakeholder map. Cooperate with stakeholders in your network. How to influence them? • An exercise in how to deal with a difficult stakeholder. • Choose a challenge for the next period. Reflect on your development and define personal development goals for the next one or two session. Are there subjects to cover in the last session?
8	<p>A leader who matters</p> <ul style="list-style-type: none"> • Specific subjects to cover in this last session? • A wrap up. • What did you learn? What would make you even more effective as a leader in the next years? • What would you like to discuss with your manager in the second 3-way conversation?

Results

- Knowing what it means to you to be a leader who matters.
- Being fully aware of your drive, your strengths and behavioural pitfalls.
- Being able to use your strengths. And to manage your pitfalls.
- Being an effective communicator.
- Effectively leading team meetings.
- Effectively manage your stakeholders.
- Motivated to develop yourself in the years to come and support.

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