PIONEER PROGRAMME
LEADERSHIP DEVELOPMENT

learningtoinspire

WELCOME:
THE PIONEER PROGRAMME

The Pioneer Programme sets out to further develop leadership and management capacity within organisations to both embrace and influence current and future challenges.

There are three levels of programmes available that promote values led, purpose driven leadership - offering professionals the opportunity to explore what it is to lead confidently and authentically.

The development experiences will enable managers to inspire and motivate the organisations and people they lead to be more and bring more to the valuable work they do.

Why is Self Awareness at the heart of the Pioneer Programme?

These days there are many ways you can develop yourself or your people. You could choose to invest your time and energy in developing your IT skills, negotiation skills, or opt to improve your time management. You could learn how to have difficult conversations improve your assertiveness or even manage change, but how effective are these programmes?

There is an often heard expression by delegates which runs along the line of... 'If I get one good tip today the day will be worth it!' Really? Is that it? Is that as high as our expectations go when it comes to training and development? That coupled with the knowledge that up to 80% of training is ineffective isn't it time to wake up and do something different? We think so.

At LTI we have spent 15 years talking to organisational development specialists and we too have woken up to something we already knew deep down. We have woken up to the fact that self-awareness development is the difference that makes the difference, and it is never a waste of time for those who want to learn. Without awareness of our goals we cannot discern whether our time is being used effectively, no matter how many fancy planners we learn to use.

Without awareness of our core values we cannot understand our reactions to others or the impact we are having, no matter how many communications strategies we adopt. Without awareness of our core needs and fears we will never navigate the change curve successfully, no matter how theoretically we know the change curve model. Even pragmatic IT training will not reap its full potential if we are facing our laptop in a state of stress or anxiety!

At Learning to Inspire we value skills based training but we believe that it should be dovetailed with self-awareness development. That is why our programmes are a unique blend of practical tools plus awareness building. When these two aspects are harnessed we not only maximise learning but we also maximise the return on investment!

The end point of self-awareness is not about exerting power over others or exhorting them to follow you. Rather, it results in empowering others to step up and contribute authentically to the work they do because they are in a culture in which their individual worth is valued.

Perhaps the most compelling argument for self-awareness might be that those who practice it model authenticity for co-workers and the organisation as a whole and an organisation that values authenticity gains credibility and respect.

Who is it for?

A survey of 75 members of the Stanford Graduate School of Business Advisory Council rated self-awareness as the most important competency for leaders to develop. Many MBA programmes are recognising the key role self-awareness plays in leadership success. Harvard Business School lists self-awareness as one of the key attributes the program seeks in its candidates.

These statistics are pointing to the relevance of self-awareness in the leadership arena.

If you are attracted to this programme you are likely to be a middle manager or team leader, or aspiring to be one. Or you could be a more senior leader looking to further your leadership and management development. The heart this programme is for enlightened businesses and individuals that have the courage and vision to join our revolution and put self-awareness at the heart of their development activities.

Contents

OUR DELIVERY

In our learning experiences you can expect us to…

Challenge conventional beliefs about learning and development. You will not find us using PowerPoint!

Create a rich learning environment that is stimulating and great fun.

Invite our learners to get passionate, curious and excited about their learning. You will not be passively hosed with information.
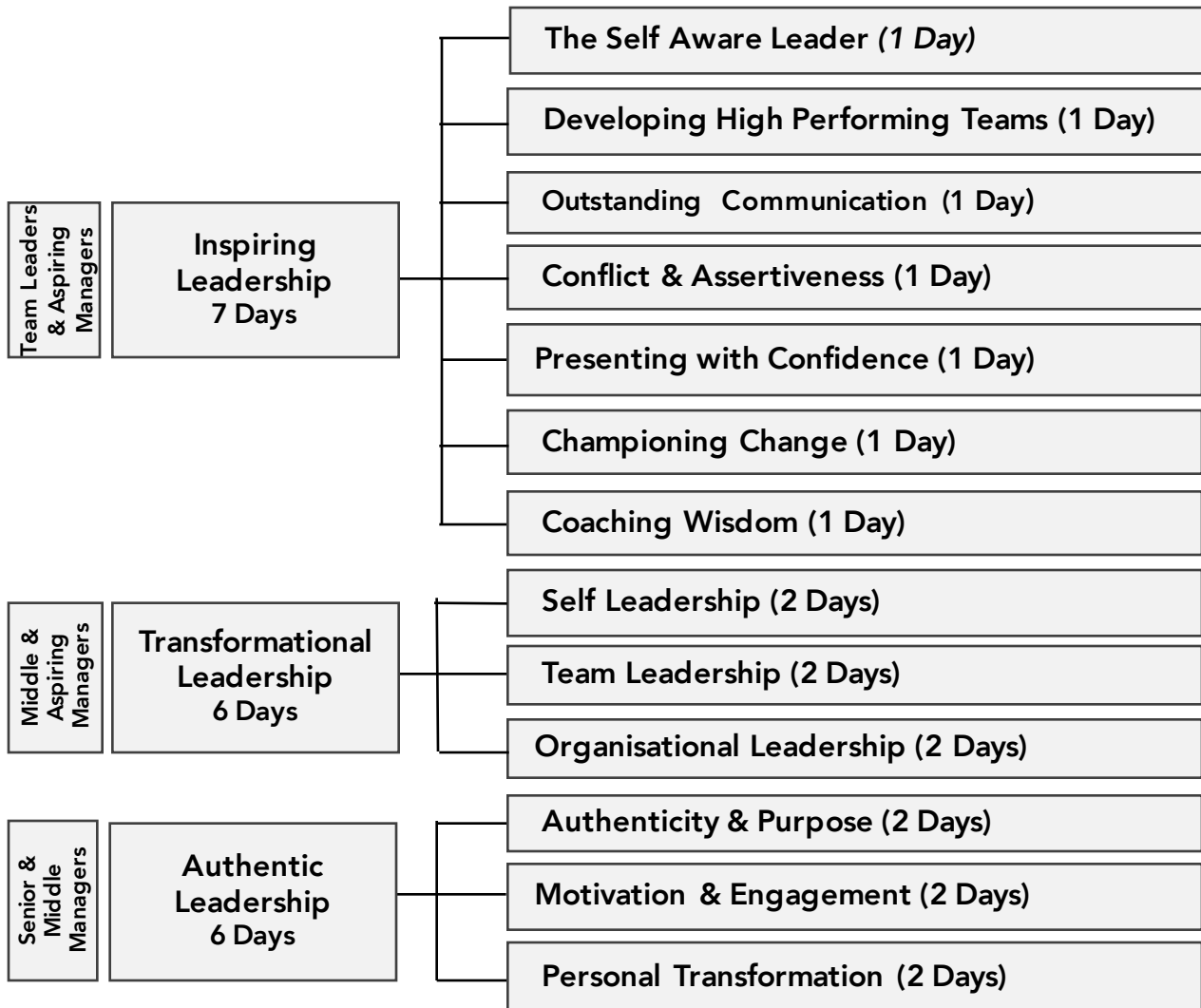
Enable the creation of well formed outcomes – you will be invited to think about what is important to you and what it is you REALLY want and need to learn.

Design learning that is transformational and enables learners to act, think and behave differently as a result! Your current patterns of thinking will be challenged and inspired.

When designing your development you can expect us to be…

•Challenging about any limiting assumptions you may have about what organisational development can be and inspire you to expect more.
•Curious about you and your outcome, and laser like in helping you define it!
•Brave about getting behind the roles and masks and seek the truth about what is really happening in your organisation.
•Show humility when explaining what we do and what we can do for you.
•Bold with our words, playing it safe will not get you your outcome!
•Resolute about the difference self-awareness & authenticity makes in an organisation- we're not up for delivery just to tick a box!
•Tenacious when facing apathy and complacency.
•Authentic about our beliefs about learning and development.
•Passionate about describing what it would be like if your people could be more and bring more.

THE BIG PICTURE Programme Structure

Team Leaders & Aspiring Managers

Inspiring Leadership 7 Days

- **The Self Aware Leader** *(1 Day)*
- **Developing High Performing Teams (1 Day)**
- **Outstanding Communication (1 Day)**
- **Conflict & Assertiveness (1 Day)**
- **Presenting with Confidence (1 Day)**
- **Championing Change (1 Day)**
- **Coaching Wisdom (1 Day)**

Middle & Aspiring Managers

Transformational Leadership 6 Days

- **Self Leadership (2 Days)**
- **Team Leadership (2 Days)**
- **Organisational Leadership (2 Days)**

Senior & Middle Managers

Authentic Leadership 6 Days

- **Authenticity & Purpose (2 Days)**
- **Motivation & Engagement (2 Days)**
- **Personal Transformation (2 Days)**

"When you know better you do better."

Maya Angelou

INSPIRING LEADERSHIP

Capability driven leadership development
for first time and developing managers or team leaders

One day Modules

SELF AWARENESS

At LTI we passionately believe that you cannot be a positive force in your organisation unless you have first undergone a process of self-awareness, and have discovered who you are and what you believe in. Put simply, only when you have trodden the path of self-awareness yourself can you create and be part of a culture that enables people to act, behave and think differently, and ultimately to contribute their best self.

Self-awareness leads to people with high levels of integrity and congruence, they know what they stand for, have personal credibility and walk the walk. They are confident, clearly communicate and trust and enable others. They will naturally influence others through their personal experience and understanding of what motivates people and collectively they will cultivate a culture of individual worth.

An organisation that values self-awareness gains credibility and respect. It is open to change when necessary, and rewards flexibility, inquisitiveness, and innovation - in short it enables people to contribute their best self!

Those with high levels of self-awareness tend to;

- Be Authentic
- Be Confident
- Be trustworthy
- Be Credible
- Be innovative
- Be inspiring
- Be motivating

Be more and bring more of who they are!

DEVELOPING HIGH PERFORMING TEAMS

Developing effective teams helps you and your people improve day to day working conditions by gaining the ability to recognise and regulate the team's emotions. This day aims to show how to create an environment of true collaboration and cooperation, by providing powerful insights into what drives team members to work genuinely well together and fulfil their highest potential. Exploring the inner power of core values in making decisions and clarifying choices, you will come to realise ways that actively seek out opportunities to fulfil the group's mission.

You will delve into the hidden forces at work when it comes to collaboration and cooperation, and get to really understand what is involved in working with others toward shared goals. When you have this understanding you will be able to balance a focus on task, with attention to relationships, collaborate, share plans, information and resources and promote a friendly, cooperative climate. Creating group synergy by pursuing collective goals will enable you to model team qualities like respect, helpfulness, and cooperation and draw all members into active and enthusiastic participation.

Effective leaders tend to;

- Naturally collaborate and co-operate
- Seek ways to fulfil the group's mission
- Understand the hidden forces of group dynamics
- Balance focus on task and individual
- Share plans and information
- Promote a friendly open climate
- Draw others into active and enthusiastic participation

OUTSTANDING COMMUNICATION

External communication, that is communication with others, is one of the most necessary processes in business life. Living and succeeding in business depends on the success of communication systems that are established. Communication is an important process that connects people's activities to each other and enables them to work comfortably in a group. Communication skills involve concepts such as establishing meaningful relationships with your peers, developing the ability to express and transfer your ideas to others clearly and being a good listener. Good communication means taking an active interest in the concerns of your peers and it is our aim that your motto will become 'seek to understand before being understood.' In addition to learning how to develop rapport with elegance and grace, you will learn how to be attentive to emotional cues and listen well.

People who develop this ability tend to;

- Send clear and convincing messages
- Work comfortably in a group
- Seek to understand before being understood
- Establish meaningful relationships
- Develop rapport quickly and elegantly
- Listen well
- Give-and-take, registering emotional cues in attuning their message

CONFLICT & ASSERTIVENESS

Conflict and disagreements are inevitable in relationships. Two people can't possibly have the same needs, opinions, and expectations at all times. However, that needn't be a bad thing. Resolving conflict in healthy, constructive ways can strengthen trust between people. When conflict isn't perceived as threatening or punishing, it fosters freedom, creativity, and safety in relationships.

This day will focus on your beliefs about conflict and directly tackle the inner talk that arises when you think about entering into challenging situations. The ability to manage conflicts in a positive, trust-building way is supported by the previous learning, once you know how to manage your state, stay emotionally present and aware, communicate non-verbally, and use humour and play, you'll be better equipped to handle emotionally charged situations and catch and defuse many issues before they escalate.

People who do not fear conflict tend to;

- Deal with difficult issues candidly
- Listen well, seek mutual understanding, and welcome sharing of information fully
- Foster open communication and stay receptive to bad news as well as good
- Handle difficult people and tense situations with diplomacy and tact
- Spot potential conflict, bring disagreements into the open, and help de-escalate
- Encourage debate and open discussion
- Orchestrate win-win solutions

PRESENTING WITH CONFIDENCE

In every moment you are presenting yourself to the world. The way you present yourself will, without fail, influence people in some way. Those who bring more of themselves are more often than not great presenters of information, visions, new ideas, new ways of working etc. Learning to present well will enhance your ability to work effectively with people. Often people avoid presenting, like the plague, as they have had bad experiences in the past or just hate public speaking. So even if you never present in your job, today is an invitation to imagine what might be possible if you could present yourself confidently in any situation. What opportunities might arise? Who might you be? During the day you will explore how to use your breathing to quell nerves, how to use metaphor to captivate, and how to finally jettison any limiting beliefs you have about your ability to stand up and be heard!

Those who conquer their fear of presenting tend to;

- Wield effective tactics for persuasion
- Be skilled at persuasion
- Fine-tune presentations to appeal to the listener
- Use complex strategies like indirect influence to build consensus and support

CHAMPIONING CHANGE

Heraclitus said 'You can never step in the same river twice', meaning that change is ever present. For any organisation to survive it must be able to adapt to changing circumstances. For this to happen the people within it must be able to adapt. However, experience tells us that some people are better at dealing with change than others. Also, change can have a significant effect on people's state and wellbeing. It can engender a variety of states such as hope, fear, uncertainty, excitement. Some people respond well to change while others can react badly to it. It is the responsibility of all of us to guide each other through the turbulent times of change. This module is an exploration of how to do this. Once you come to appreciate change as a fact of life you will know how to smoothly handle multiple demands, shifting priorities, and adapt your responses and tactics to fit fluid circumstances. You will be comfortable with and open to novel ideas and new information and seek out fresh ideas from a wide variety of sources.

People who find the courage to navigate change tend to;

- Naturally entertain original solutions to problems
- Generate new ideas and take fresh perspectives
- Automatically mobilise others through unusual, enterprising efforts
- Recognise the need for change
- Remove barriers to change
- Challenge the status quo
- Champion the change and enlist others in its pursuit

COACHING WISDOM

As a manager you cannot hold yourself at a personal distance and still build the environment that will allow you to be an effective work place coach. Developing a coaching relationship means reaching out and establishing contact with people at a personal level. It means getting to know people and what is important to them. You learn about their aspirations, their dreams, and their families.

A personal connection with your colleagues is essential in earning the personal influence required to coach in the workplace. As well as being their boss people need to know that you genuinely care about them and that you have their best interests at heart. They want to know that you pay attention to what they do and that you appreciate the effort they make, to make you and your team look good. They also want to know that you support them in attaining their personal and professional goals. This means providing them with feedback on their performance on a regular basis.

This day will focus on what it takes to create a coaching environment in the workplace, what you have to do and believe in your heart.

It will give you coaching frameworks that tell people you care about what they do and that they can count on frequently hearing from you regarding what you appreciate about their performance, as well as how they can improve.

- Create a work place coaching environment in which others feel safe and heard
- Be deeply curious about what is going on for other people
- Acknowledge and reward people's strengths, accomplishments, and development
- Offer useful feedback and identify people's needs for development
- Mentor, give timely coaching, and offer assignments that challenge and grow a person's skills
- Learn how to improve their performance
- Make coaching conversations part of their everyday world
- Ask penetrating questions when appropriate
- Give full attention

"The best thing all of us can do to improve our effectiveness is to become more aware of what motivates us and our decision-making."

TRANSFORMATIONAL LEADERSHIP

Values driven leadership development

for middle managers or aspiring first time managers or team leaders

Three Modules (2 days each)

MODULE ONE:
SELF LEADERSHIP

Self-awareness development never dates is never forgotten and is at the heart of effective leadership. Once you have learnt something about yourself, once you have had a light bulb moment, you cannot forget it, and it is VERY difficult to ignore. In short self-awareness development is never a waste of time.

Self-awareness is defined as conscious knowledge of oneself; to be conscious of who you are, how you think, and what you do. Having it leads to self-knowledge, and in turn, confidence, strength and authentic leadership. Self-awareness is a stepping stone to reinventing oneself, learning to make wiser decisions, and helping you tune into your thoughts and feelings. So often we place blame on things outside of us, because it's the easiest excuse, when in fact we should be thinking about our thinking, reflecting, trying on different perspectives, and learning from our mistakes. The best thing all of us can do to improve our effectiveness as a leader is to become more self-aware of what motivates us and our decision-making.

As a leader the more we learn to be conscious of our impulses, thoughts, and actions, while also keeping in mind our values, the more easily we can be more and bring more of who we really are.

Leaders who foster self-awareness tend not to;

- Blame others for their weaknesses - Instead they have learnt how to own their strengths and confront their weaknesses
- Be ignorant of the effect they have on others – Instead they have developed a clear vision for themselves
- Blunder about with no sense of direction - Instead they have developed a clear vision for themselves
- Avoid making the tough choices and having the difficult conversations - Instead they act with integrity and courage remaining rooted and solid
- React to anything that puts doubt in their mind - Instead they understand the source of their reactions and take steps to manage themselves
- Hide behind a 'mask' of what they believe they should be - Instead they are credible just because they are being themselves
- Protect their position because they fear losing power or influence - Instead they cultivate authentic relationships based on trust and respect
- Resist change - Instead they remain open to new ideas, inquiry, and constructive criticism
- Fall back on bad habits - Instead they learn from mistakes and act on what they have learned

MODULE TWO:
TEAM LEADERSHIP

True self-awareness brings choices in thinking and subsequent behaviours. No quality or characteristic is more important than trust. Trust is the foundation for building a team.

Any team that wants to maximise its effectiveness needs to learn to have productive, passionate debate about issues of importance to the team. If team members are not making one another uncomfortable at times, if they're never pushing one another outside of their emotional comfort zones during discussions, then it is extremely likely that they're not making the best decisions for the organisation.

Commitment requires clarity and buy-in. Buy-in does not require consensus. Members of great teams learn to disagree with one another and still commit to a decision.

When it comes to teamwork, accountability is the willingness of team members to remind one another when they are not living up to the standards of the group. It means that team members have to be willing to call each other on behavioural issues, as uncomfortable as that might be.

Even when a team has overcome each of the dysfunctions we've addressed so far, there is still a chance that it will lose sight of the ultimate measure of a great team: results. We need to keep collective results in the forefront of our minds.

- Understand the expectations for a cohesive team, based on The Five Dysfunctions of a Team model
- Have an understanding of the degree to which the team meets the expectations
- Develop an action plan for improving teamwork
- Practice a series of group exercises that help to build trust in a team
- Take steps towards building trust
- Understand your conflict profile
- Agree on the conflict norms for your team
- Understand what the barriers are to healthy conflict in a team
- Practice using the Conflict Resolution Model
- Practice strategies for handling conflict
- Know how to 'go mining' for conflict in team meetings
- Practice the Commitment Clarification Technique
- A method for agreeing on cascading communication

MODULE THREE:
ORGANISATIONAL LEADERSHIP

At the foundation of this module is the fundamental truth that all organsations and teams, like all living organisms, have a life cycle and undergo very predictable and repetitive patterns of behavior as they grow and develop. At each new stage of development an organisation or team is faced with a unique set of challenges. How well or poorly management addresses these challenges, and leads a healthy transition from one stage to the next, has a significant impact on the success or failure of their organisation.

Leading an organisation through life cycle transitions is not easy, or obvious. The same methods that produce success in one stage can create failure in the next. Fundamental changes in leadership and management are all required, with an approach that delicately balances the amount of control and flexibility needed for each stage.
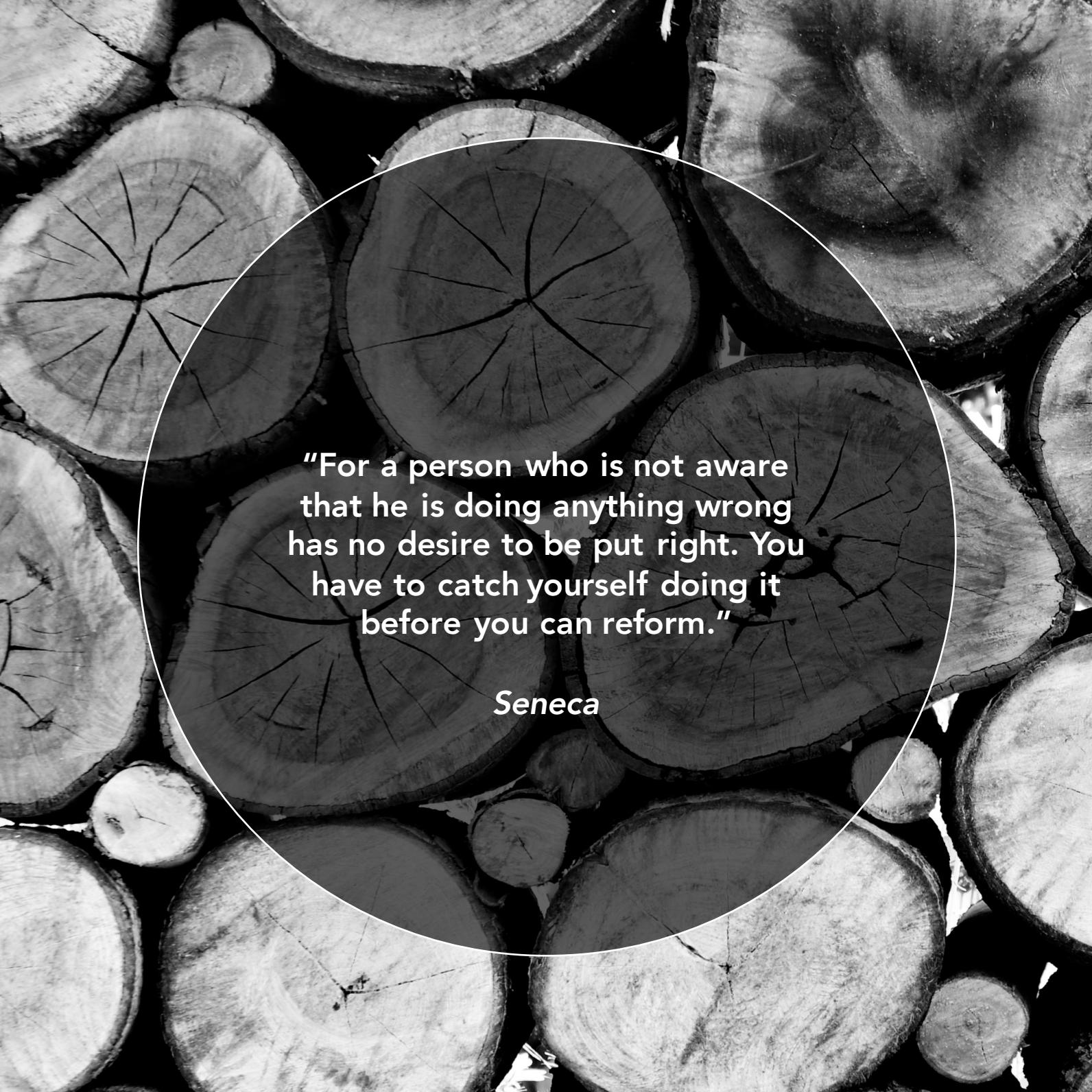
Leaders who fail to understand what is needed (and not needed) can inhibit the development of their companies or plunge them into premature aging.

The challenges that every organisation must overcome at each stage of development first manifest themselves as problems that arise from the growth and success of the company and from external changes in markets, competitors, technology and the general business and political environment.

By the end of this module you will learn;

- How to navigate change
- How to manage business growth
- Where the organisation 'fits' in the evolutionary spiral
- How to 'present' the business to its customers and the world
- How to future proof the business skills needs
- How to recognise when change is coming and manage the impact of change
- How to introduce creativity in all aspects of work
- How to put continuous improvement   at the top of the agenda!

"For a person who is not aware that he is doing anything wrong has no desire to be put right. You have to catch yourself doing it before you can reform."

Seneca

AUTHENTIC LEADERSHIP

Purpose driven leadership development
for senior leaders or aspiring middle managers

Three Modules (2 days each)

MODULE ONE:
AUTHENTICITY &
PURPOSE

This module explores what it takes to become an authentic leader. During the two days we will explore the meaning of authenticity at the deepest level and become clear about not only what it is but also how to achieve it. Using tools from NLP and other psychologies you will become more confident about who you are when you are at your most authentic. During the two days you get in touch with what you care about and value, you will discover what inspires you at the deepest level. At the heart of this module is unearthing what gives you power and competence.

In addition this module will equip you with the ability to inspire and share a clear vision and sense of purpose. Clarity is something we would all like more of and with good reason. With real clarity of purpose we can move forward in our life with confidence and certainty, without it we are floundering on the rocks of reactivity and uncertainty. During the two days you will learn how to find your 'why' and be fully enabled to help others find theirs!

You will learn how to;

- Achieve alignment between organisational vision and values and develop a clear sense of purpose
- Achieve a shared vision and increase motivation
- Develop your personal credibility
- Achieve clarity on precisely what you want in the key areas of your life
- Generate practical, well-formed outcomes and explore how to achieve them

MODULE TWO:
MOTIVATION & ENGAGEMENT

This module is about how to enable others to act. During these two days you will learn the tools and techniques that enable us to understand what drives human behaviour and motivation. You will explore the forces that really drive human behaviour and through direct experience learn to tap into your deepest motivations and understand your deepest fears.

During this module you will learn how to form better relationships in the workplace, relationships that are founded on understanding, trust and confidence. Using needs psychology blended with the latest tools from NLP you will profoundly understand the depths of human motivation. Armed with this understanding you will radically change your approach when motivating others. You will become certain and sure footed in your use of language and be able to influence others by getting quickly to the heart of any issue.

By the end of this module you will be able to authentically;

- Collaborate and co-operate
- Share plans and information
- Promote a friendly open climate
- Draw others into active and enthusiastic participation
- Send clear and convincing messages
- Seek to understand before being understood
- Establish meaningful relationships
- Listen authentically

MODULE THREE:
PERSONAL TRANSFORMATION

During this module you will learn some powerful techniques that enable you to challenge thought processes and behaviours, techniques that you will be able to use to bring about transformation in yourself and others.

You will learn how to challenge limiting beliefs that might be holding you back and unearth those you didn't even know you had!

You will explore the structure of thought and unpack the effect thought has on your state and well being. You will learn how to develop healthy detachment from your thoughts and feelings allowing you greater freedom in your day to day dealings. And of course, you will become expert at hearing limiting beliefs in others and have a range of tools to challenge those beliefs.

These two days have been described by past delegates as the 'transformation' days because this is where we get to the heart of what is holding you back from being more of who you are.

By the end of this module you will be able to;

- Dare to be more of who you are
- Radiate confidence
- Have awareness of what stops you being more and bringing more to your work (and life!)
- Influence through being yourself, the heart of authenticity.
- Know who you are and what your part to play is.

"If you don't like something change it; if you can't change it, change the way you think about it"

Mary Engelbreit

OPTIONAL ACCREDITATION

Inspirational Leadership – CMI Level 3 in Being a Leader

In addition to attending the 6 days you would be required to attend an additional day for induction to CMI. This day will give you the basic knowledge and information required to support you in achieving your qualification.
This qualification also requires you to submit a written assignment of approx 3000 words.

Transformational Leadership – CMI Level 5 in Leadership Practice

In addition to attending the 6 days you would be required to attend an additional day for induction to CMI. This day will give you the basic knowledge and information required to support you in achieving your qualification.
This qualification also requires you to submit a written assignment of approx 3000 words.

The Authentic Leadership - Post Graduate Certificate in Coaching to Inspire Leadership OR CMI Level 7 Strategic Leadership Practice

In addition to attendance you will need to write a reflective essay for each of the 2 day blocks of learning (3 essays in total). Each essay will be around 3000 words (4 to 6 pages) and the title of these will be negotiated to reflect an aspect of work you are involved in. This qualification holds 60 credits at level 7 and on completion you will graduate with a Post Graduate Certificate in Coaching to Inspire Leadership.
This can also be studied as a CMI level 7 Qualification which requires written assignment of 4000 words.

THE INVESTMENT

Inspiring Leadership	
The Art of Leadership (7 Days Full Programme)	£1,500 (+VAT) Optional CMI accreditation £299 (+VAT)
1 Day Module	£299 (+VAT)
Transformational Leadership	
Transformational Leadership (6 Days Full Programme)	£1,850 (+VAT) Optional CMI accreditation £299 (+VAT)
2 Day Module	£650 (+VAT)
Authentic Leadership	
Authentic Leadership (6 Days Full Programme)	£2,495 (+VAT)
Authentic Leadership + University Accreditation (6 Days Full Programme)	£3,995 (+VAT)

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Mary Engelbreit

FOR FURTHER INFORMATION

If you are interested in participating in the programme or have responsibility for learning and organisational development please contact us for an informal discussion of how these programmes can provide support to meet your own strategic and organisational objectives with regard to leadership and talent development.

For further information and bookings, please get in touch:

Learning to Inspire

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