



# **Core Leadership and Management Development Programmes**

## **2016**

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# Coaching to Develop Staff and Promote High Performance

It is essential to support and challenge team members to achieve higher performance and effectiveness if significant changes and business improvements of a sustainable nature are to be created. A skilled coach can provide an efficient and cost effective way of developing the team member through regular review and planning meetings. These meetings provide an opportunity for the individual to reflect on their practice and develop it to a higher level. The coach will need a repertoire of contrasting skills. The coach's aim will be to:

- support and strengthen the developing individual;
- balance this support with a sensitive critique which challenges him or her to achieve and then maintain higher standards.

## **Aims of the two days**

The two days will develop the skills required to be a competent mentor and coach. The course is designed to enable the participants to implement its basic structure immediately.

## **The course will cover the following:**

- The stages of a coaching session;
- The key skills required at each stage;
- Three models of coaching;
- How to establish a contract to work;
- The dynamics of the coaching relationship;
- How to maintain high performance;
- Helping staff to avoid burnout;
- Coaching staff whose subject area is unfamiliar to the coach;

## **Teaching methods**

The current experience and skills of participants will be valued, acknowledged and utilised in the course of the two days. A pre-course task will help participants to draw on this experience and to make the most of the course.

Participants should come prepared to explore some of these issues experientially and to undertake some skills practice. During the workshop we will give short presentations of the key ideas, followed by practical work in small groups and discussion. There will be frequent opportunities for feedback to participants as skills develop.

We will introduce groundrules in the first session of the course to help in creating a safe climate which is conducive to active learning.

## **The course is suitable for:**

All managers and leaders who want to develop higher standards for themselves and their staff and who wish to bring about effective business improvements in their own areas. It builds on the introductory element in the Executive and leadership Development programme. It complements the programmes entitled 'Getting the Best from Yourself and Your Team'

# Discovery Leadership

*“If you limit your choices to only what seems possible or reasonable, you disconnect yourself from what you truly want, and all that is left is a compromise.”*

Robert Fritz

Great Leaders make great decisions when they *need* to be made. Now more than ever, how those decisions are made will prove vital to the businesses we run. In difficult economic or operational conditions it can seem that there is one obvious way to go.....that is so often the problem. This programme invites you to discover the huge potential that you have for making great decision and being a credible leader.

## Objectives

- Discover how decisions are made in high pressure environments and compare that to how you decide.
- Understand how the brain works in making decisions, to discover why people make brilliantly good and appallingly bad decisions
- Discover from professions that exist in a safety critical environment how decisiveness and good decision making go hand in hand
- Decide how you will make use of your discoveries to improve your own leadership and that of your colleagues at all levels in the organisation.

## During the programme:

We explicitly identify what effective decision makers do and how their, knowledge, understanding and skills are used especially when they are most under pressure. We will analyse though real case studies how huge decisions are sometimes made using processes that are known not to work and understand how stress can force us into unworkable places.

You will explore the benefits of your company culture that is visible and also investigate the hidden culture, what you all know about “how things work around here.” You will come to thoroughly understand how hierarchy can both serve and fatally undermine excellence.

We will also look at why projects that are going wrong can be so difficult to stop and why some teams are so effective and why some are noisy, expensive and fail to do what they say they will do.

As part of the programme participants will be asked to reflect on what you want to do to build on your leadership skills and how you will apply any learning you have gained in your own organisations.

An essential integral part of this programme will be a day visit to the Taba Mountains.

The programme will be highly interactive, with many opportunities for you to focus on your own company and learn from others.

# Getting the Best from Yourself and Your Team

*“Divide and rule, a sound motto. Unite and lead, a better one.”*

Wolfgang Goethe

The responsibilities of those leading team in safety critical environments is highly challenging. Most team leaders come to their jobs having proved their ability as technically competent operator. By comparison they often have little experience of team leadership, facilitating meetings or dealing with difficult situations. This programme addresses these challenges.

## Objectives

- Understand how I can work most effectively with members of my team or department.
- Understand how both my own and their preferred way of working can support or obstruct progress.
- Enable participants to explore practical ways of managing both positive and critical feedback.
- Understand how to run meetings in an efficient and effective way.

## During the one day programme:

We explore in some depth what makes a team leader effective and efficient in their work. We will do this by exploring and understanding how teams work and what makes them efficient. Some case studies will be used to understand and analyse the lessons others have learned in this area. Through this and other work we will also explore how individual personality can both help and hinder progress. Of course even in the best of teams there is often resistance to new ideas or to bringing in new ideas. We will spend some of our time understanding how to manage disagreements and conflict so that the outcome benefits the whole team.

Throughout the programme we will explore a range of skills that are essential for leading teams that are going to meet and exceed their business goals. These will include:

- Developing perceptive listening skills, not just listening but hearing what often lies beneath what is being said on the surface.
- You will also discover why some meetings are so much more effective than others. We will look at and practise how to prepare for, manage and follow up meetings so that they become an effective tool in a team leader's toolbox of skills.
- How a team can be expected to develop and how to accelerate its development so that the team becomes an efficient unit.
- Learning how to identify and guard against the dangers of 'Groupthink.' A characteristic of a team that is in serious trouble but does not know it

The programme will be highly interactive, with many opportunities for you to focus on your own company and learn from others.

# Leadership Development for Recently Appointed Leaders and Managers

*“So much of what we call management consists in making it difficult for people to work.”*

Peter Drucker

The responsibilities of those leading teams in safety critical environments is highly challenging. Most new team leaders come to their jobs having proved their ability as technically competent operators. To cope efficiently with their new world, newly appointed leaders and managers will need to quickly develop their way of working and have a clear vision of leadership or management to underpin their day to day work. This programme enables the leader or manager who is early in their career to think about these issues and to develop a resilient way of leading and managing.

## Objectives

- Understand how you can devise and establish your own style of leadership that enables your team to work well and achieve your business goals.
- Understand how you can best use the strengths of your personality to achieve your goals.
- Understand how to maintain high performance in your team or department.
- Plan strategically to make the very best use of your time.

## During the two day programme:

Using the VICTORS© model of leadership we will explore in some depth what the characteristics of leadership are and how little this has to do with possessing charisma. There will be the opportunity during the programme for participants to develop and refine their leadership values so that their thoughts and ideas are well structured, thought through and can prove to be resilient in day to day use. Participants will work in collaboration with each other. Peer coaching and the skills associated with it will form an important part of the programme which will cover:

- Understanding the Victors model of leadership
- Making your voice heard in difficult situations
- Making best use of your time
- Creating a resilient vision for and with your team

The programme will be highly interactive, with many opportunities for you to focus on your own company and learn from others.

# Leading with Safety

Leaders and managers need to understand good practice safety expectations and accountabilities. They also need to enquire into the underlying mindsets and emotional connection to safety that exists in the ir organisation. Finally they must commit to action – aligning safety leadership, conduct and behaviour.

To be a good leader with safety they should demonstrate (in the view of others) an authentic care for the safety of people by:

- Visible and active participation in safety management
- Consistently exhibiting and maintaining the highest standards in safety
- Being attentive to signals which should trigger inquiry or appropriate intervention
- Being mindful that Felt Leadership is more discernable in its absence than presence

## The two day workshop will:

- Propose expectations and accountabilities
- Surface current mindsets ( underlying assumptions and beliefs) that drive existing behaviours
- Challenge those things that shape unhelpful existing mindsets
- Propose changes to elements of the culture that will align mindsets with desired behaviours (code of conducts)
- Explore feelings, deeply held personal values and beliefs that underpin personal thinking and behaviour
- Share experience with each other and establish the common ground that aligns feelings, mindsets and behaviour
- Establish a heightened and explicit emotional awareness of the need to ‘care’ for each other in our work

## It will enable leaders and managers to:

1. Understand ‘good practice’ safety expectations and accountabilities
2. Commit to actions that align safety leadership, mindsets, conduct and behaviour
3. Commit to:
  - Explaining a clear understanding of the expectations and accountabilities to the workforce
  - Applying and embedding an accountability framework
  - Specific actions that engender the safety mindsets
  - Cascading the key objectives from the programme through the organisation
  - Promoting an emotional awareness that aligns to greater care in the workplace

## Learning Methods

### The course is suitable for:

Leaders, managers and supervisors who would like to explore how to best develop a safe culture and safe practice in their department or organisation.

# Personal Effectiveness and Time Management

*"The great French Marshall Lyautey once asked his gardener to plant a tree. The gardener objected that the tree was slow growing and would not reach maturity for 100 years. The Marshall replied, 'In that case, there is no time to lose; plant it this afternoon!'"*

JF Kennedy

The responsibilities of those leading teams in safety critical environments is highly challenging. Most leaders come to their jobs having proved their ability as technically competent operators. By comparison they often have little experience of team leadership, facilitating meetings, managing time for oneself and helping team members be equally efficient or dealing with the pressures of difficult situations. This programme addresses these challenges.

## Objectives

- Understand how your way of working has both strengths and areas that you need to change and develop.
- Explore practical ways to manage and make better use of your time.
- To understand that the colleagues you work with may take a different approach to the way in which they work that although different to yours may be equally efficient or valid.
- Understand to both give and receive feedback in a way that generates respect, change and growth.
- Manage the pressures of leadership and management and the stresses and strains of effective team leadership, managing tasks, teams, individuals and yourself

## During the two day programme:

We explore in some depth what makes a team leader effective and efficient in their work. We will do this by exploring and understanding how teams work and what makes them efficient. Some case studies will be used to understand and analyse the lessons others have learned in this area. Through this and other work we will also explore how individual personality can both help and hinder progress. Of course in the best of teams there is often resistance to new ideas or to bringing in new ideas. We will spend some of our time understanding how to manage disagreements and conflict so that the outcome benefits the whole team.

The programme will be highly interactive, with many opportunities for you to focus on your own company and learn from others.

# Effective Presentation Skills and Training the Trainers

**A two day programme to develop, enhance or revive training and presentation skills.**

Presentations and training programmes often are far less effective than they might and fail to reach achieve their potential because elements of the programme have:

1. No clear point. The audience leaves the presentation wondering what it was all about. How many times have you sat all the way through a presentation and at the end, said to yourself “What was the point?”
2. No audience benefit. The presentation fails to show how the audience can benefit from the information presented. How many times have you sat through a presentation and repeatedly said to yourself “So what?”
3. No clear flow. The sequence of ideas is so confusing that it leaves the audience behind, unable to follow. How many times have you sat through a presentation and at some point said to yourself “Wait a minute! How did the presenter get *there*?”
4. Too much detail. So many facts are presented, including facts that are overly technical or irrelevant, that main point is obscured. How many times have sat in on a presentation and, at some point, said yourself, “What does that *mean*?”
5. Become too long. The audience loses focus and gets bored before the presentation ends. How many times in your entire professional career have ever heard a presentation that was too short?
6. Insufficient pace. Lacking in clarity, energy and commitment. We the listeners know you don’t mean it or at least you sound as if you don’t.

This programme will systematically equip participants with the necessary knowledge, practical skills and understanding to avoid the pitfall of poor presentations. The programme is at its most effective if participants have identified before they come a presentation that they have to make in the not too far distant future. Participants should be aware that the programme is highly interactive and will involve skills practice as well as theory inputs. Many of the exercises will be video taped to help participants identify their strengths as well as points for development.

## **Programme Outline**

The style of the programme will be a mixture of taught theory and hands on practice of the skills involved. Participants need to be prepared to have a go at presentations in front of their peers.

# Influence, Impact and Negotiations

Leaders and managers need to be skilled negotiators in order to influence people, resolve difficulties and reach agreements both inside and outside the organisation. Influence, Impact and negotiation skills are important in many formal and informal situations where decisions have to be reached competitively or through consensus agreement. Often relationships need to be maintained with the other people involved.

Almost everyone uses influence, has impact and negotiates in their lives, both at work and at home, in attempting to reach agreement and resolve conflicts on such areas as:

- project management issues;
- change implementation issues;
- the quality or quantity of work to be done;
- a time scale for tasks and the allocation of scarce resources;
- price, quality, and specification issues when buying or selling;
- the use of facilities by different people or departments;
- conditions of work;
- the use of specialist staff from one department by another;
- working relationships;
- cross functional teamwork;
- work and life priorities;
- customer-supplier relationships and supply chain management;
- management-union negotiations;

This workshop draws on recent research, combining short presentations with active learning in small groups. Participants will be able to work on their own real situations.

## **This two day course will cover:**

- the principles of ethical influence and negotiation;
- styles of influence and negotiation;
- models of negotiation behaviours;
- the stages of formal and informal negotiation and the strategy and tactics;
- the critical success factors and the approaches needed at each stage;
- Influencing upwards, sideways and downwards
- clarifying the needs of each party;
- making clear proposals and ways of making concessions;
- dealing with natural tensions and underhand tactics which others may use;
- reaching, maintaining and improving robust and durable agreements.

## **Learning Methods**

The course uses experiential techniques to maximise learning. The emphasis will be on ethical influence and negotiation, but we will also look at the power tactics which others may use against us and consider ways of dealing with these in a fair, principled and effective fashion. The use of cctv enhances the learning experience.

## **The course is suitable for:**

Leaders, managers and staff who would like to explore the techniques of influence and negotiation and their practical application through participative learning. This also builds on elements of the Executive and Leadership Development programme

# **Executive and Leadership Development:**

## ***A Step Change in Operational Excellence***

This high level Leadership development programme introduces leading edge research and best practice. You will be challenged to reflect on your own practice, identify your natural talents and strengths and determine how you wish to develop and refine other skills and techniques to help you aspire to become a great leader. The workshop also consists of three modules which creates the foundation for the mini mba and 50% of the content.

### **Module 1 Leading the Operational Agenda**

**Objectives:** By the end of this module you will have:

Planned exemplary Leadership and Management Practice related to your objectives  
Prioritized and allocated time to promote leadership pro-activity  
Further insight into Leading Change  
Planned an outline Project management approach to leading change and delivering results

### **Module 2 Making Things Happen**

**Objectives:** By the end of this module you will have:

Further deepened your understanding of what Operational Excellence means  
Have a clearer understanding of how your preferred style of working Know and understand a impacts your effectiveness in working and negotiating with others.

Used a model of negotiation and how to deploy these in your everyday work.  
Understood the different strength and weaknesses of different leadership styles.  
Practised the skills embedded in the theoretical work discussed during the module.

### **Module 3 Ensuring repeatable high performance in your team**

**Objectives:** By the end of this module you will have:

Considered how else to raise performance in self and others  
An understanding of the leadership philosophy of Support and Challenge, of 'No Blame' High Accountability  
Identified issues of means, capability & accountability within your team/direct reports  
Understood a model and practiced the skills of coaching to promote high performance  
Identified the techniques of & practiced the skills of reinforcing and appreciating high performance & challenging poor performance

# Emotional Intelligence

*'You cannot depend on your eye, when your imagination is out of focus.'*

Mark Twain

Emotional Intelligence is a concept established in the 1980's, and is now seen as increasingly relevant to organisational and personal development. Emotional Intelligence provides a fresh way to understand and assess our own and other people's behaviours, management styles, attitudes, interpersonal skills, and potential. Emotional Intelligence is an important consideration in human resources planning, job profiling, recruitment interviewing and selection.

The EQ concept argues that IQ, or conventional intelligence, is too narrow; that there are wider areas of Emotional Intelligence that dictate and enable how successful we are. Success requires more than IQ (Intelligence Quotient). We've all met people who are academically brilliant and yet are socially and inter-personally inept. Daniel Goleman argues that for leaders of organisations Emotional Intelligence is twice as important as IQ plus technical competence put together.

## Objectives

- Understand how you can devise and establish your own style of leadership that enables your team to work well and achieve your business goals.
- Understand how you can best use the strengths of your personality to achieve your goals.
- Identify, understand and manage your own emotions and maintain your own values and motivations when under pressure
- Develop your social skills and understand your own team members better
- Understand how to maintain high performance in your team or department.
- Plan strategically to make the very best use of your time.

## During the programme:

Emotional Intelligence embraces and draws from numerous other branches of behavioural, emotional and communications theories, such as NLP (Neuro-Linguistic Programming), Transactional Analysis, and empathy. By developing our Emotional Intelligence in these areas and the five EQ domains we can become more productive and successful at what we do, and help others to be more productive and successful too. The process and outcomes of Emotional Intelligence development also contain many elements known to reduce stress for individuals and organizations, by decreasing conflict, improving relationships and understanding, and increasing stability, continuity and harmony.

During the programme we will explore a range of theories in this area and relate them to everyday problems and challenges.

# Promoting Extraordinary Leadership and Team Excellence

## 'Time on the Water'



Organisations are relying more and more on individuals and teams to innovate, take the initiative, solve problems and perform at levels never previously attained, or historically thought possible.

Individuals throughout are being encouraged to show leadership: to find their voice and step up to achieve ever rising standards. They need to be visionary and engage others in that vision. They need to seek opportunities for improvement, to experiment and take measured risks yet stay safe. They need to enable others to act, take on responsibilities and work collaboratively for the common good. They need to celebrate people's achievements and appreciate extraordinary efforts made by colleagues whilst at the same time challenge the status quo and head for more stretching and distant destinations

So if that is the challenge then organisations need to address it with a passion!

You need to grant your people the opportunities to first understand and then embrace it.

There is no substitute for 'time on the water'. Time to think, understand, learn and practise the skills required. Time to demonstrate extraordinary leadership and team excellence. Time on the water can provide a memorable and different way to learn and grow

Sailing is renowned and ideal for promoting these required traits. Everyone on board has to cooperate to sail the boat- effective skippering must be displayed and all the crew have key roles to play to ensure success and safety.

When we use sailing as an intensive learning environment we work with teams and individuals to stretch their capabilities and build high level independence and interdependence. All participants get the chance to put new ideas and skills into practice and gain honest, enriching feedback on their performance.

Our skippers, who are also qualified psychologists and yachtmasters are natural team leaders and know intuitively and professionally what is needed for teams and leaders to succeed.



This provides a fantastic opportunity to literally get away from all the office pressures and practise some 'blue sky-blue sea thinking'.

**Benefits and Skills developed can include:**

- Leadership development
- Team building
- Visioning away from the office
- Motivation and engagement
- Peer coaching
- Problem Solving
- Decision Making
- Sharing and Delegation
- Enhancing Communication
- Building a strong cooperative winning spirit
- Enhanced self awareness
- Self and team confidence
- Response to fast changing environments
- A sense of Fun and Adventure

# When Difficulties Arise...it's the People!

*"Courage is fear that has said its prayers"*

To make the best progress you can with your company's strategic plans you need good people. If you can recruit good people, they will be purposeful, clever, driven and have a strong sense of believing in themselves. Though this sort of person meets your business case they can often be very challenging to work with and to collaborate with. In fact they can do anything from just cause upset right through to closing you down. When difficulties arise they need to be managed with insight and care. Doing nothing is too risky. This programme enables you to think through strategies to do just that.

## Objectives

- Understand that solving difficult people challenges is not just rooted in hierarchy.
- Explore practical ways to manage disagreement and conflict so that both parties will support the proposed solution.
- To understand how my own personality can both help and hinder my approach to this sort of problem.
- Understand how to deal face to face when having a difficult conversation.

## During the programme:

Every day managers face difficult choices and dilemmas, particularly when dealing with other managers, their team members or their peers. One thing that separates out these issues from any others is that they are difficult to solve. Never was it more true that *'for every complex and difficult problem there is a very simple and well tried solution, that is entirely ineffective!'*

In this programme, through the analysis of well chosen case studies we will investigate real situations where their complexity tempts the unwary into simple solutions that will in all likelihood make the situation worse and leave the original issue untouched. It will help hard pressed managers answer questions like:

*'When does team morale need to come before results?'*

*'Where does a manager's personal life begin and end?'*

*'Is a colleague's brilliant technical performance worth his bad behaviour?'*

The programme will be highly interactive, with many opportunities for you to focus on your own company and learn from others.

# 10 Day Mini MBA

This mini MBA is designed for leaders and managers and has the ingredient of flexibility to allow you to tailor the programme to meet your development needs and interests. The major thrust is about your role as a senior manager and increasingly as a leader within your organisation. It is created to help you develop leading edge, practical skills and enhanced confidence in order to help you develop yourself and your career. The programme draws on best practice and the research into exemplary leadership. The tutors have many years experience of working with senior managers within leading global companies. The programme enables maximum flexibility with a variety of options. This allows you to identify your current levels of competence and determine how you wish to build on your existing strengths to become a more rounded and talented leader and manager. This should help raise your level of performance and help prepare you for further career challenges

## **Core programme: (5 days)**

Executive and Leadership Development: *A Step Change in Operational Excellence*

Module 1: Leading the Operational Agenda

Module 2: Making Things Happen

Module 3: Ensuring Repeatable High Performance in your Team

This programme includes elements on leadership, strategic planning, project management, operational management, change management, influencing and building relationships, negotiation and conflict resolution, people and performance, time allocation

## **Additional Modular Options**

Appraisal and performance management	2 days
Coaching for high performance	2 days
Developing Emotional Intelligence	2 days
Ethics, Corporate and Social Responsibility	0.5 day
Finance for Non Finance Managers	0.5 day
Meetings effectiveness	1 day
Personal Effectiveness: Managing under Pressure	2 days
Safety Leadership	2 days
Team Development	1 day
Personal Effectiveness and Time Management	2 days

