

People Leadership Programme

In our world of continuous change, organisations need people leaders who can build high performing teams, deliver great operational results and champion continuous improvement and organisational change. Leadership is the ability to change the status quo to achieve a desired outcome, whether it is changing the way you think, feel and act to achieve a goal (personal leadership) or whether it is influencing others to change their behaviour to achieve a goal (people leadership).

This programme is designed to help you, as a People Leader, explore and develop the capabilities you need to lead your team to success.

Who should attend and how can they benefit from this programme?

The People Leadership Programme is for leaders who are responsible for leading teams of people who are directly involved in the operations of the organisation.

Programme Learning Outcomes

The programme consists of 3 phases. The learning outcomes for each of the phases follows.

Personal Leadership

At the end of this phase, you will be able to:

- explain why you need to be able to lead yourself before leading others
- articulate your personal purpose, vision and values
- assess the personal resources you currently have and the personal resources you would like to develop
- identify the benefits of key stakeholder management and collaborating with others
- explain the nature and key success factors of influencing others

In a Nutshell

This programme provides people leaders with training and practice in capabilities necessary to lead their people and create high performing teams. It offers three main areas of focus:

- Personal leadership
- Your Leadership Context
- Developing a High Performing Team

The programme uses a variety of learning approaches to ensure participants have an experience that maximises their learning potential. In addition to classroom learning, there are pre- and post-workshop assignments, one-on-one leadership coaching, and coaching clinics, run as Group Coaching sessions. Collectively they strengthen the learning experience, taking the classroom into the workplace and link learning with practical reality.

- manage your own emotions and have empathy with others
- embrace people who are different to you
- assess the impact you have on others and adjust your style to communicate with positive impact
- give and receive feedback effectively
- celebrate your own and others' success
- continuously develop your change agility, learning agility and resilience
- have courageous conversations
- embrace and resolve conflict



Your Leadership Context

At the end of this phase, you will be able to:

- explain the purpose, vision, values, strategic drivers and measures of success of your organisation and how your team contributes to the overall success of the organisation
- explain how your business makes money, the key levers your team can pull to improve financial performance and key measures of financial success
- explain the expectations of your key stakeholders and customers, the key success factors in meeting and exceeding their expectations and key measures of customer success
- assess the effectiveness and efficiency of current processes, the key success factors in improving process performance and key measures of process success
- assess the effectiveness and efficiency of your people, the key success factors in improving people performance and key measures of people success
- develop a business/operating plan for your team
- plan, organise and control resources to help your team succeed
- identify strategies to keep ahead of the competition at a local level
- review customer complaints to drive continuous improvement
- develop, implement and continuously improve processes to achieve the business plan
- setup and implement an operating rhythm to ensure good operational habits
- identify strategies for encouraging innovation in your team

Developing a High Performing Team

At the end of this phase, you will be able to:

- explain the conditions required for a high performing team
- unite your team with shared vision and values and a clear business plan
- engage and influence internal and external stakeholders to create conditions for the business plan to succeed
- recruit and select the right people
- set clear performance expectations and help your team members to develop personal performance and development plans

- delegate to develop others and get things done
- coach for performance and development
- keep your team informed and involve them in decision making
- foster collaboration within your team and between teams
- manage poor performance

How does the programme work?

The programme consists of 3 phases (as detailed above):

- Personal Leadership
- The Leadership Context
- Developing a High Performing Team.

Each phase consists of a workshop followed up by either an individual coaching session or a leadership clinic.

About the workshops

The workshops are opportunities for you to familiarise yourself with the principles and tools of People Leadership and to discuss real life challenges with other participants with the guidance of a Leadership Development Facilitator. You will be required to complete assignments both in preparation for each workshop and in follow-up to the workshop. The purpose of the pre-workshop assignment is to prepare you for making the most of the workshop and the purpose of the post-workshop assignment is to help you embed your learning.

About the individual coaching sessions

The individual coaching session is an opportunity to get individual coaching on your Personal Leadership challenges from a Leadership Coach. This session is completely confidential and is designed to hone in on challenges that matter most to you.

About the leadership clinics

The leadership clinics are 1½ hour sessions in groups of 5 – 7. The leadership clinics are further opportunities to discuss real life change challenges with a Leadership Development Coach. The groups are purposefully small to allow for in-depth exploration of the issues raised by the group.

People Leadership Programme - Overview

1

Personal Leadership

2 days

Pre-Workshop Assignment

In this workshop, the first of three, you will explore why you need to be able to lead yourself before leading others and how to do so. You will articulate your personal purpose, vision and values, assess the personal resources you currently have and the personal resources you would like to develop. You will then explore the benefits of key stakeholder management and collaborating with others and the nature and key success factors of influencing others. Having an appreciation of who you are and what it takes to influence others, you will then explore some key skills in personal leadership including managing your own emotions, having empathy with others, embracing people who are different to you, assessing the impact you have on others, adjusting your style to communicate with positive impact, giving and receiving feedback effectively and celebrating your own and others' success. You will then build on your understanding of personal leadership to develop your change agility, learning agility, resilience, ability to have courageous conversations and resolve conflict.

Post-Workshop Assignment

Individual Coaching

1 hour

This is an opportunity to get individual coaching on your People Leadership challenges from a Leadership Coach. This session is completely confidential and is designed to hone in on challenges that matter most to you.

2

Your Leadership Context

2 days

Pre-Workshop Assignment

In the first workshop, you have developed an appreciation for what it takes to lead yourself and why this is important if you are to lead others. In this workshop, you will explore your leadership context so that you can develop a clear business/operational plan for your team and set up processes to help your team succeed. You will start by exploring the strategic context of your organisation and how your team contributes to the overall success of the organisation in terms of financial, customer, process and people performance. You will then learn how to develop a business/operating plan for your team and identify strategies for planning, organising and controlling resources to help your team succeed. You will then hone in on strategies to keep ahead of the competition at a local level, develop, implement and continuously improve processes to achieve the business plan, set up and implement an operating rhythm to ensure good operational habits and identify strategies for encouraging innovation in your team.

Post-Workshop Assignment

Leadership Clinic

1½ hours

This leadership clinic offers you further opportunities to discuss real life leadership challenges you have with regard to your leadership context with a Leadership Development Coach. The groups are purposefully small to allow for in-depth exploration of the issues raised by the group.

People Leadership Programme - Overview

3

Developing a High Performing Team

2 days

Pre-Workshop
Assignment

In this workshop, you will build on your insights on personal leadership and what your leadership context to identify and apply strategies for developing a high performing team. You will start the workshop by exploring the conditions required for a high performing team and then hone in on key strategies to create these conditions. This will include exploring how to unite your team with shared vision and values and a clear business plan, engage and influence internal and external stakeholders to create conditions for success, recruit and select the right people, set clear performance expectations, delegate, help them develop, keep them informed and involved, foster collaboration and manage poor performance.

Post-Workshop
Assignment

Leadership Clinic

1½ hours

This leadership clinic offers you further opportunities to discuss real life leadership challenges you have with regard to developing a high performing team with a Leadership Development Coach. The groups are purposefully small to allow for in-depth exploration of the issues raised by the group.