

the effect

UNLOCKING HUMAN POTENTIAL



Aspiring Leaders Programme

Facilitated by Marie Richards-Hodge

Co-facilitated by Annette Ryan & Denise Overend-Clarke

Kia Ora, Kia orana, Talofa lava, Malo e lelei, Nin hao, Apa Khabar, Namaste!

And a very warm welcome to the first Counties Manukau DHB Aspiring Leaders Programme.

As the facilitators of this programme, it is our privilege to be working with you and learning from you over the coming months.

Together we hope to create an open, trusting and culturally safe environment that enables us to learn about authentic leadership while considering each of our values, beliefs, customs, philosophies and culture.

We invite you to contribute your own unique perspective to the success of the programme, as we weave the application of a western world view and ways of managing and leading with different cultural beliefs and values.

Learning Sets

To provide you with the opportunity to 'talk about and share' your experiences, you will be asked to join a Learning Set. This is a smaller sub-group of your programme peers, with whom you have the opportunity to work collaboratively and bridge the gap between the workshop outcomes and workplace application.

Journal

You will also be gifted a journal. We hope you will make this your own and invite you to trial the powerful learning technique of reflective practice which can include writing or drawing to work through how you are feeling, and what you are thinking.

In your journaling you may find reflecting on these three points useful :

- 1) What I did was...(be specific)
- 2) My interpretation of the impact of this on....(person, situation, group etc)
- 3) What I learnt from this is...

Coaching

Finally, you will also benefit from one-on-one coaching, which we hope provides further support in consolidating and processing your learning.

Leadership performance is strongly linked to Emotional Intelligence; a combination of skills, attitudes and habits we can develop to improve our own personal performance and our relationships with others. Emotional Intelligence is about how we manage our personality to achieve the results and relationships we want, and like authentic leadership, is a journey of self discovery.

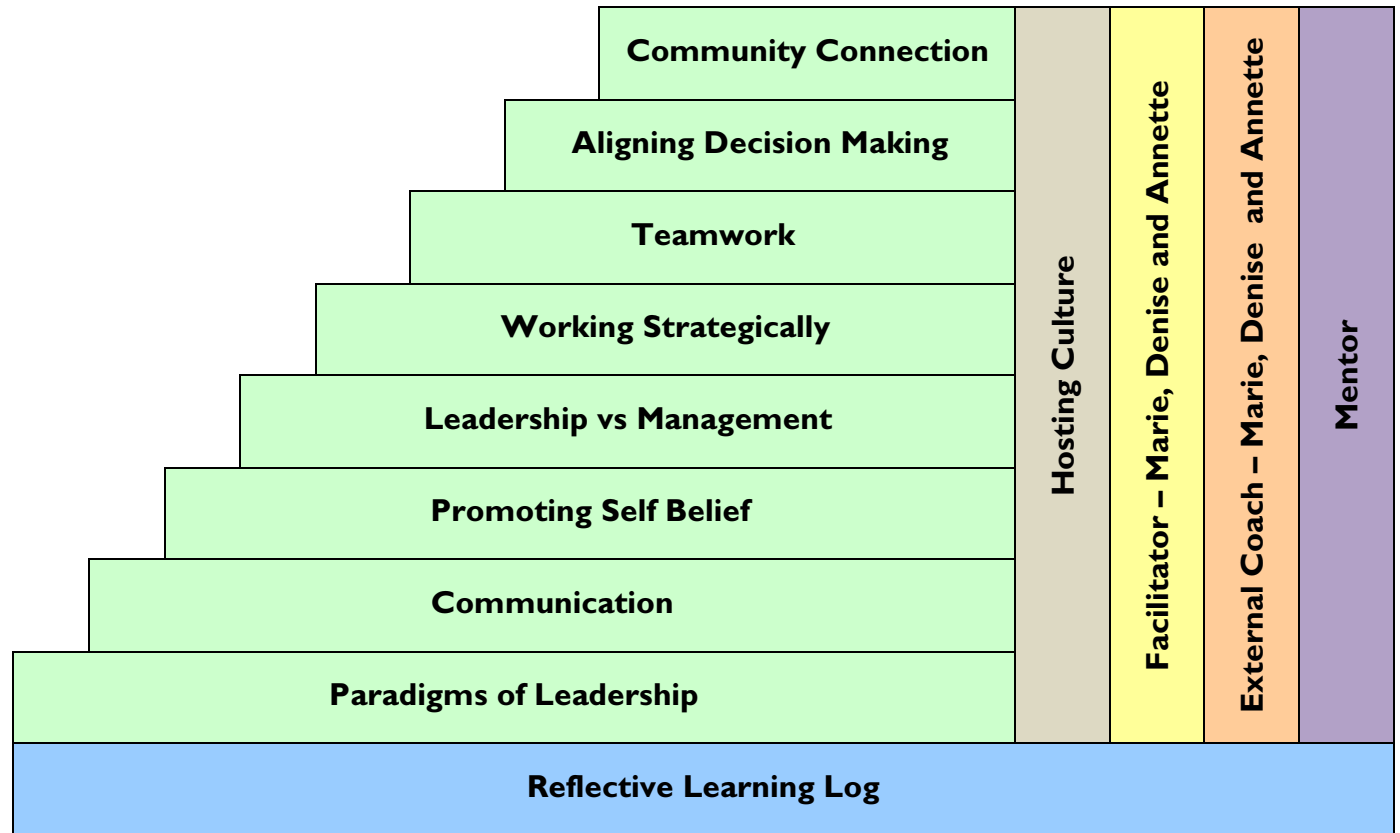
We look forward to embarking on this journey with you to discover, refine and unlock your leadership potential.

Warmest regards

Marie, Denise and Annette
Programme Facilitators

Aspiring Leaders Programme

An Overview



Programme Outline

Module I – *Paradigms of Leadership* – 1 Day Programme

Roots of our culture and leadership

Key Deliverables:

Aligning our culture and leadership from the:

- Individual cultural perspective
- Individual self as a leader
- Organisational Culture
- Leadership in a cultural context

Content:

- Explore leadership and culture
- What is culture?
- How do we express culture?
- What is leadership?
- Where do you see leadership in your organisation?
- Who are the leaders?
- SWOT analysis of self as a leader
- The environment in which we lead
- Learning process
- Aligning our learning into the workplace

Active and interactive learning context – in learning sets and between modules:

- Identify examples of recognising when people are walking the two worlds
- What is working well?
- What is not working well to support the individual and organisation?
- What needs to change to build a workforce which better reflects our community and therefore delivers better outcomes

Module 2 – Communication – 2 Day Programme

Knowing yourself

Understanding others

Understanding your communication style

Key Deliverables:

- Knowledge of how our underpinning personality preferences influence our communication style in:
 - Gathering information
 - Making decisions
 - Presenting to others
 - Managing ourselves
- Creating a platform of honesty, choice and non-defensive listening

Content:

- Better Business Model
- Emotional Intelligence Framework
- Myers Briggs – personality theory
- What are preferences?
- How we gather and share information
- How we establish order
- How we manage our environment
- Type development
- Communication at work
- Truth, Choice, Listening

Active and interactive learning context – in learning sets and between modules:

Observe the communication styles within a current team then discuss, identify and note:

- The various communication styles
- What enhances productivity?
- What inhibits performance?
- How could it be improved?

Module 3 – Promoting Self Belief – 1 Day Programme

Personal essence and leadership

Key Deliverables:

- Integrated knowledge of the concepts of authentic leadership combining:
 - Natural leadership
 - Value leadership
 - Creative leadership
- The role of a leader today
- Inhibitors to a leaders performance

Content:

- What today's business world needs of it's leaders
- What is effective leadership?
- The emotional intelligence framework
- Crucial aspects of emotional intelligence in leadership
- The four life positions and healthy thinking
- Effectiveness = potential – interferences
- Understanding defences and how they inhibit potential
- Truth and openness

Active and interactive learning context:

- Identify your aspirations as a leader
- What do you see as your unique contribution to the organisational culture?
- Who do you regard as a role model and why?
- Identifying how often you fall out of the healthy thinking position. What triggers your thinking? How do you get back to healthy?

Module 4 – Leadership vs Management – 1 Day Programme

The behaviours of leadership and management

Key Deliverables:

- Clarity of the roles of leadership and management
- A model for effective leadership development
- Trust as a platform for performance
- Values aligning with behaviours

Content:

- Leadership vs management
- The four imperatives of good leadership
- Building the culture
- Clarifying the purpose
- What is a great system
- Behaviours of high trust leaders
- The speed of trust
- The Effect leadership concept
- Unleashing your talent and the talent of others
- Values driving behaviour

Active and interactive learning context – in learning sets and personal reflection:

- Within your work area, identify management concepts and leadership concepts portrayed by your leader
- What is the business purpose of your work area?
- Complete an assessment of the business culture
- What values drive your behaviour? Do they align / compliment the organisational culture?

Module 5 – Working Strategically – 1 Day Programme

Understanding the role of strategy in leadership

Key Deliverables:

- Understanding strategy and its role in
 - Thinking
 - Planning
 - Delivering results
 - Goal Setting
- The importance of communicating strategy to all stakeholders

Content:

- What is strategy?
- What is the role of strategy in an organisation / enterprise
- Misconceptions and myths
- What is strategic thinking
 - Understanding my starting point
 - My strengths and weaknesses
- Creating the story board to sell the direction
- Checking my thinking to create the plan
- Aligning the plan
- Implementing the thinking

Active and interactive learning context – in learning sets and between modules:

- Develop a leadership strategy for you as an individual
- Share your strategy with your mentor
- Align your personal strategy with the strategy for the organisational culture
- Identify areas where strategy could be communicated better to all stakeholders

Module 6 – Change Management - 1 Day Programme

Influencing others to build high performing teams

Key Deliverables:

- Learning the key dimensions of human behaviour
- The underpinning principle of a high performing organisation
- Change management and its impact on performance

Content:

- Defining team vs group
- What is a high performing team
- What builds a high performing team
- What are the dimensions of human behaviour: Inclusion, Control, Openness
- Creating the atmosphere in which people are motivated to work
- Dealing with conflict
- How do you prepare people change
- Managing the change process to maintain productivity
- A model for bringing people with you in change

Active and interactive learning context – in learning sets and between modules:

- Identify a change initiative in your work area
 - Assess how people were prepared for the change
 - How was the truth told?
 - What defences did people use to avoid the change?
 - What worked well?
 - What didn't work well?
 - What do you think could have been improved?

Module 7 – Aligning Decision Making – 1 Day Programme

Key Deliverables:

- Aligning the organisation behaviour and results
- A framework performance management
- Constructive feedback managing performance 365 days
- A coaching model for all performance – good and bad

Content:

- What is performance management
- Alignment within business
- Managing performance
- 4 C's of managing performance
- Role modelling behaviour
- Feedback rules
- How transactions work
- Coaching for performance improvement
- The GROW model
- Coaching checklist

Active and interactive learning context – in learning sets and between modules:

- Identify an area where there is a performance issue and prepare a coaching session based on the GROW model
- Give positive feedback for 'being' to a person a day in the workplace
- Identify areas where daily feedback (constructive) could enhance productivity

Module 8 – Community Connection – 1 Day Programme

Key Deliverables:

- Building community networks to support our aspiring leaders
- Crating the right connections to positively influence others
- The confidence to sell yourself as a leader

Content:

- Where to from here
- Using our knowledge and skills to drive new attitudes an habits
- Empowering our community to step forward and leading the way
- What is our personal ambition
- How will we sell ourselves as leaders
- What other influencers will we need to make a difference?

Active and interactive learning context – in learning sets and between modules:

- Present yourself and your aspirations as a leader to your community and family of origin
- How you will support the organisational culture influence the health and well being of its stakeholders?

Contacting Marie, Denise and Annette

Annette – Director / Project Manager

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Annette is passionate about people and about business. It is this passion which drives her to make a significant difference with the people and organisations she works with, both individually and strategically.

A career pathway built on an 18 year platform of health and fitness training and business ownership saw Annette enter the academic world of business management whilst in a CEO role. Interested in the lack of motivation, collaboration and commitment by many individuals in the workplace, she went on to study human behaviour in the United States of America, followed by further study in the United Kingdom.

Her practical knowledge and skills, through years of managing and owning her own businesses, personal academic learning and business facilitation, allow Annette to understand and relate to the ever changing business world. She believes in challenging people and organisations to transition to higher levels of performance and does this by imparting her knowledge and practicality whilst keeping a firm grasp on the organisational goals.

Annette's passion for people and organisations has been well received at many speaking events, and her expertise is sought after throughout NZ and Australia.

Marie – Lead Facilitator

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Marie believes strongly that *passion lifts performance*, and her own passion is in creating the intrinsic motivation inside businesses, organisations, individuals and entrepreneurs to achieve outstanding performance.

She combines a dynamic facilitation style with sound theoretical knowledge, strong interpersonal skills and practical workplace experience, giving her the depth and expertise to navigate almost any challenge and deliver learning that really resonates.

Marie's career pathway has seen her in senior management positions, working in the private and public sectors, and owning her own successful businesses. During her 20 years as a business facilitator, Marie has written and presented a variety of workplace and tertiary programmes, achieving exceptional results by aligning learning to an organisation's strategic vision.

Denise Overend-Clarke – Co-Facilitator

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Denise focuses on closing the gap between what people know and what they do. Her passion is in facilitating learning and coaching performance, giving people practical solutions to increase success in all areas of their lives.

With a background in owning and managing small business, Denise has been involved in training since 1989. She moved into business facilitation in 2000 and has gained a reputation for her ability to communicate ideas clearly, effectively, and with resonance. Denise's style is dynamic and interactive - she believes learning should be enjoyable and effective with results evident in people's lives.

Denise is involved in fitness as a Creative Director and group fitness instructor for Les Mills International. She has a diploma in Sports Studies, certificate in Adult Teaching and is currently studying a degree in Psychology.

Dates of the Modules

Module 1 – Paradigms of Leadership

Wednesday 9th February 2011 (8.30am – 4.30pm)

Module 2 – Communication

Wednesday 16th and Thursday 17th March 2011 (8.30am – 4.30pm)

Module 3 – Promoting Self Belief

Wednesday 13th April 2011 (8.30am – 4.30pm)

Module 4 – Leadership vs Management

PROPOSED: Wednesday 11th May 2011 (8.30am – 4.30pm)

Module 5 – Working Strategically

PROPOSED: Thursday 9th June 2011 (8.30am – 4.30pm)

Module 6 – Teamwork

PROPOSED: Wednesday 6th July 2011 (8.30am – 4.30pm)

Module 7 – Aligning Decision Making

PROPOSED: Tuesday 2nd August 2011 (8.30am – 4.30pm)

Module 8 – Community Connection

PROPOSED: Tuesday 6th September 2011 (8.30am – 4.30pm)

Texts, Readings

There is no recommended book we wish you to purchase.

You may though wish to widen your knowledge of topics discussed in the workshops and learning sets beyond the scope of the programme. Therefore, we invite you to share any good reads with other programme participants.

We will leave the last word to Lao-Tsu, Tao Teh King

“He who knows much about others may be learned, but he who understands himself is more intelligent. He who controls others may be powerful, but he who has mastered himself is mightier still.”

God Bless, we look forward to working with you over the coming months