

Certified Foundation Award in Leadership and Management – Five Day Programme

Introduction

Henry Ford famously said: Coming together is a beginning, keeping together is progress but working together is success!

Just as people are not all born with the ability or desire to play a musical instrument or to sing so too, people are not all born with the ability to lead. Different personal traits and characteristics can help or hinder a person's leadership effectiveness and require formalized programs for developing leadership competencies particularly in relation to team building.

Effective leadership is important because it creates confidence among the participants in an organization and encourages a professional and positive environment. In an enterprise setting, leadership acts as the catalyst that makes all other business aspects work in tandem. In the absence of proper leadership, business resources lie dormant.

Proper leadership sets a clear vision and effectively communicates it to employees, providing them with a clear understanding of the organizational direction. Good leadership also fosters effective planning which is important when it comes to meeting organizational goals. Quality business leadership is also important during times of crisis and when dealing with relationships between co-workers. Effective leadership improves employee relations and more closely aligns the team and individual objectives. In the absence of strong leadership, an organization may record slow growth, or stall completely, and eventually lose its competitiveness and direction.

This Foundation Award provides the building blocks that underpin effective leadership. It explores leadership characteristics required for team building and provides a platform for examining personal leadership styles and how these affect the ability to build and lead a team.

Presented in modular format, each of the following modules allows each subject to be examined in detail with time to apply learning that can be taken back into the workplace:

- Leadership
- Problem Solving
- Interpersonal Skills
- Time Management
- Conflict Resolution

On completion of the course, each participant will be given a Foundation Award In Leadership and Management Certificate.

Objectives

The objectives of this very comprehensive Foundation Award are to embed the principles of good leadership and management and to provide an understanding of the following important areas:

Leadership:

- Identify the fundamental behaviours required of excellent leaders
- Develop a personal strategy to get the most of people through more appropriate delegation of tasks and control of team members
- Discover a variety of communication styles to effectively cope with different situations
- Analyse personal style of leadership and appraising in an open and safe environment their personal strengths and allowable weaknesses

Problem Solving:

- Effective decision making and problem solving techniques that save time.
- Understand how to manage human relationship principles of time management
- Identify and use forms of evidence
- Understand the current situation and the circumstances surrounding the problem
- Develop the skills to recognize problems and identify the root cause of it using the 5 Why's questioning technique
- Be able to diagnose situations and priorities.
- Learn the skills to properly blend creative and logical thinking.
- Learn to identify obstacles to creative thinking.
- Develop the skills to think out of the box
- Be able to increase their ability to generate innovation.
- Voluntarily seek sources of inspiration for creative thinking.
- Develop the ability to overcome the fear of failure.
- Develop the skills to manage the process of problem solving.
- Develop an effective action plan for solving any problem.
- Execute the model until the problem is solved while making modifications as you learn

Interpersonal Skills:

- Explore and demonstrate the skills required to persuade and convince others in the workplace in order to achieve the desired outcomes.
- Present opportunities to consider theoretical models as well as practise using effective influencing techniques and skills.
- Develop the appropriate skills, behaviours and attitudes to enhance their relationships in the workplace.
- Deepen their understanding of personal credibility and assertiveness which are key characteristics of this competency
- Gain a better understanding of themselves and how they interact with others at work in order to develop their ability to handle routine work situations effectively
- Create a Plan of Action to implement in their organisation.

Time Management:

- Learn how to manage and save time
- Understand the new business reality.
- Examine and use time management tools

- Learn how to deal effectively with Time wasters – External & Internal.
- Understand and use the planning process.
- Open the lines of communication to build trust
- Effective decision making and problem solving techniques that save time.
- Understand how to manage human relationship principles of time management

Managing Conflict:

- Understanding why workplace situations occur
- Identify different types of difficult situations
- Devise strategies for managing each of the four “classifications / types
- Managing own communication to adapt to the individual and occasion
- Building rapport and trust with team members
- Techniques to gain cooperation from
- Resolving team conflict

Applying learning through a major group work exercise

How Companies Benefit:

The benefits of this training to the organisation are improved productivity through better leadership and teamwork which achieves better employee satisfaction and rapport with colleagues. In more detail the return on investment

1. **Increase productivity** - The right, consistent leadership can increase the productivity of your people. At its primal level, leadership is about understanding your people emotionally.
2. **Retain your people** - 75% of people voluntarily leaving jobs don't quit their jobs, they quit their bosses! That's right, employees leave ineffective leaders. By investing in leadership training, you can retain your people and reduce costly recruitment expenses.
3. **Nurture future leaders** - Quality leadership is a combination of the right qualities and the right training. Nurturing future leaders supports succession planning and offers career pathways to employees, further increasing retention.
4. **Increase employee engagement** - 43% of highly engaged employees receive feedback at least once a week compared to only 18% of those with low engagement. Employee engagement by giving feedback is a skill of successful leaders.
5. **Implement an effective leadership style** - Leadership training can assist in implementing the most appropriate leadership style for your organization and the work you do.
6. **Make better decisions** - Leaders functioning at a high level of emotional intelligence have the perspective to make informed, intelligent business decisions. For that reason alone, you can consider your leadership training investment returned.

Training Methodology:

The training methodology is highly interactive and participative with business case studies and role play; presentations and discussion groups, analysing and discussing real life dilemmas.

Personal Impact

This course provides participants with numerous practical activities for developing and strengthening their knowledge and understanding of the benefits of good leadership and being able to deal effectively with others. Each element can be used individually, in pairs and groups to work on different aspects of communication in order to drive improvements for the organisation. All the activities are highly participative and use experiential learning techniques.

- Individuals gain a valuable transferrable skill
- Leadership skills are enhanced through greater responsibility
- Interpersonal and communication skills are improved
- Time management is improved
- Teamwork is enhanced through co-operation and conflict resolution

Competencies Emphasized

After completing this Award, participants will have developed the following competencies:

- Leadership Personal Impact and Influence - The ability to persuade and convince others, influencing their actions and attitudes through personal credibility, self-confidence and assertiveness. Awareness of impact one's own behaviour has on others
- Decision Making and Judgement - Applying judgement to select the best possible solution. The ability to take decisions or make appropriate recommendations
- Interpersonal Skills - Listens actively to others. Takes time to understand the standpoints and concerns of others. Encourages other to talk openly. Aware of impact of own actions and words on others.
- Manage time effectively - Learn how to manage and save time and understand the new business reality.
- Build and maintains good working relationships:
 - Teamwork, the motivation to work co-operatively with others in a team, as opposed to working separately or competitively. Sharing information and ideas. Promoting team success.
 - Managing consensus and conflict. Recognising the strengths and contributions of others.
 - Adapting team roles to changing situations.
- Self Confidence and Initiative - the confidence and personal drive to initiate and accomplish a task and select an effective approach to the task or problem, demonstrating commitment despite setbacks. Taking initiative and responsibility.

Who Should Attend?

The programme is designed for:

- Employees presently in middle management positions wishing to improve leadership skills
- Employees wishing to enter into management
- Employees wishing to gain a recognised management qualification

Programme:

Day One – Module 1:

Leadership:

- Introduction
- Leading Motivating and Directing Team Excellence:
 - Personal appraisal exercises to identify existing knowledge, skills and attitudes
 - Leadership and Management complementary however not equal – just what are the distinctions and why are they important?
 - Just what does outstanding leadership look and feel like?
 - Examination and analysis of excellent leadership behaviour
- Philosophy to Policy, Policy to Proactive Leadership
 - The role of leadership in a team –
 - Your leadership journey – taking the road less travelled?
- Build the Perfect Team:
 - Analyse personal leadership styles
 - Styles v Potentials
 - Why Teams?
- Understand the ‘Characteristics within your Team’
 - How teams work
 - Team dynamics
- Shape the Team to be Fit for the Future
 - Managing, controlling and shaping teams fit for the future
 - Leading, Motivating and Directing Team Excellence
- Theories of Motivation
 - Motivation techniques
 - The art of delegation
 - Identifying responsibility for delegation in own area
- Develop Competencies:
 - **The Audi R8 Challenge a simulated activity to support leadership and teams in action**

Day Two – Module 2:

Problem Solving:

- Introduction – build and expanding understanding the problem solving and decision making model and the barriers to problem solving
- Understand the current situation and the circumstances surrounding the problem applying local approaches:
 - Introducing a case study or case studies to work on through the course to demonstrate understanding. Analyse the case study to identify circumstances and the situation
- Develop the skills to recognize problems and identify the root cause of it.
- Analyse the case study to recognise and articulate the problem, finding out the root cause using the ‘5 whys’ questioning technique

- Be able to diagnose situations and priorities through creative approaches to problem solving before making a decision
- Analyse the case study to diagnose what the problem is and what issues should be prioritised
 - Learn the skills to properly blend creative and logical thinking
 - How to think logically, understanding the definition, skills and examples
 - Practice logical thinking using examples
 - Creative thinking – how it works
- Learn to identify obstacles to creative thinking using traditional and creative tools while focusing on the positive
- Develop the skills to think out of the box – practice logical and creative thinking
- Generate innovation and new ideas to solve an actual problem facing you at work using Mind Mapping techniques or other models such as the 7 Steps to generate new ideas
 - Voluntarily seek sources of inspiration for creative thinking by asking the right questions:
 - Develop a network to brainstorm new idea
 - Identify potential candidates/departments who can help
 - Develop the ability to overcome the stress of making decisions and the fear of failure:
- What a fear of failure is
 - Recognise the 10 signs of failure
 - Overcoming and managing fear of failure
- Manage the process of problem solving to build credibility with Upper Management:
 - Clearly identify and manage the problem presented in the case study using the techniques learned
- Effective strategic action plan for solving any problem:
 - Develop a credible action plan based on solving the problem presented by the case study
- Execute the model until the problem is solved while making decision modifications as you learn:
 - Present the lessons learned from the case study having executed the activity

Day Three – Module 3:

Interpersonal Skills:

- Introduction
- Techniques to gain cooperation from colleagues
 - open the lines of communication to build trust communication, communication styles
- Appropriate skills, behaviours and attitudes to enhance their relationships in the workplace
 - The communication process and its role in persuasion
 - Understanding paralanguage
 - Role of oratory in persuasion
 - Videos demonstrations of oratory
 - Understanding non-verbal communication
 - Analyse non-verbal communication in video
 - Practicing influencing skills in non-verbal communication and oratory terms
- Personal credibility and assertiveness which are key characteristics of this competency:
 - Understanding communication styles
 - Examining communication styles in detail Identifying personal communication styles
 - Analysis of case study to identify communication styles and what impact resulted

- Understanding the impact of communication styles on persuasion and influence
 - Persuade and convince others in the workplace in order to achieve the desired outcomes:
 - Understand the importance of being able to influence colleagues
 - Analyse scenarios where influence has effected change for the good of the organisation
 - Identifying strengths and weaknesses in influencing and persuasion
- Use theoretical models to practise using effective influencing techniques and skills
 - Understand themselves and how they interact with others at work in order to develop their ability to handle routine work situations effectively:
 - Understanding the power of Emotional Intelligence
 - Identity personal weaknesses and stress points finding actions to re-dress weaknesses
- Identify business role models, articulating the characteristics that make them stand out
- Prepare and deliver a personal presentation to practice persuasion on peers in the group

Day Four – Module 4:

Time Management:

- Introduction
- Manage and save time
- The new business reality
- Examine, compare and use time management tools such as:
 - Daily time log.
 - Weekly time matrix
 - Block time: putting activities to work
- Deal effectively with Time wasters:
 - External & Internal – strategies and techniques to handle time wasters with dignity and understanding
- The Delegation Process
 - strategies, how to delegate, the delegation conversation
- Follow up processes for maintaining accountability
 - automated systems, other systems, strategies and techniques
- Hold people accountable
 - follow up, communications
- Use the planning process.
 - Planning considerations
 - Set time utilization goals
- Effective decision making and problem solving techniques that save time – examine techniques, compare techniques and decide on the most effective

Day Five – Module 5:

Conflict Resolution:

- Introduction
- What is a difficult workplace situation and why does it occur?

- Identify different types of difficult situations as they rise and develop strategies to be able to advise on the right approach to address them
 - Practice how to tackle difficult situations within the workplace while still achieving the objectives and keeping relationship intact
 - Examine and practice how to use a variety of effective tactics in to resolve complex workplace situations and conflict Managing the naysayers – disagreement and the four key classifications
- Simulated activity and discussion to devise strategies for managing each of the four “classifications / types
- Managing own communication to adapt to the individual and occasion
- Building rapport and trust with team members
- Techniques to gain cooperation from colleagues - open the lines of communication to build trust – communication, communication styles
- Use the planning process.
 - Planning considerations.
 - Set time utilization goals
 - Instruction followed by practical individual work to produce personal plans
- Resolving team conflict – instruction, role play

Group Exercise to Embed Learning through Personal Action Plans

The following high level exercise brings together all the skills required of a leader:

- Interpersonal Skills
- Build and maintains good working relationships.
- Leadership, Personal Impact and Influence
- Self Confidence and Initiative
- Decision Making and Judgement
- Time management to complete the exercise in time

“The Balancing Act”

- **Group Exercise** – (non-physical) to support the role of innovation and creativity in leadership and team working
- Two stage activity – stage 1 is focused on reinforcing the importance of creativity and innovation – practical problem solving exercise
Stage two focused on change and transformation – how to support and enable change – highly interactive – challenging and fun
Duration inclusive of all review and critical incident analysis etc. two and half hours
- Effective Action Plans
- Develop Personal Action Plans to use in the organisation
- **Group Exercise** in Team Leadership to include role play, demonstrating behaviours, building rapport, listening, dealing with difficult people, managing team conflict and reaching a satisfactory conclusion through judgement
- Conclusion

Group Size:

This course is designed to accommodate between 16 and 20 delegates in order to get good group work participation, interesting and varied discussions and ensure that all delegates benefit from the course.

Language:

The course is delivered in English by a native English speaking instructor whose mother tongue is English

Client Evaluation:

Our training programmes are constantly evaluated over a range of criteria according to a scale ranging from below standard to excellent. We have achieved scores of 4.25 and 4.42 out of a maximum of 5 for our program topics and trainers over 516 employee evaluations.





Trainer's CV:

Biography Dr Marshall Potts

PhD - MSc - B.A M Inst LM – MCIPD – MIBC - MIMC -MIBE

Personal Profile – Member of the Institute of Business Ethics and Global Ethics Net Geneva

Marshall is an enthusiastic, experienced International Business Consultant and Management Development Specialist, who is stimulated by new situations. He has extensive experience of Human Resources Management, organisational and personal development with experience in the commercial and public sectors. He is an innovative person and a good communicator who is able to define and organise strategic management approaches and ideas into action plans and to develop and implement plans to improve organisational and personal performance and learning at all levels.

With a background in Personal and Business Psychology - Transformational Organisational Change - Leadership, Management Development and Learning, Marshall has the credibility to influence senior decision makers.

He has visited and worked in over 20 countries in the last 20 years.

Employment History

2007 to date

**Jasper Global Corporation
Chairman & CEO**

Marshall was the brain-child behind Jasper Global Corporation and has overseen the Company's ongoing evolution. He also undertakes training and consultancy in the Oil and Petrochemical, Financial Services, Food and Beverage, Leisure Hospitality and Tourism industries, the Health and Care Sector, Educational Organisations, with exposure to Industrial Manufacturing and Engineering and more recently he has worked with a number of public and private e-learning development specialists. Marshall's good grasp of modern international business, learning, leadership and management practice enables him to integrate this experience and intellectual awareness with in-depth understanding of the fast changing business environment.

Areas of expertise include:

- Business Consultancy, Management Development, Human Resources Management, Organisational and Personal Development, Time Management, Development Planning for Middle and Senior Managers, Training Systems Design, Coaching and Experiential Learning, Self-Development including assignments using an extensive array of personal self development and coaching tools, Senior Management and Leadership Qualifications Cognitive Competence, Leadership, Performance Management and Improvement. Communications Management, Communications and Cultural Change, Language Acquisition Skills, Developmental Psychology

and Cognitive Psychology, Practitioner in Transactional Analysis, Neuro-Linguistic Programming, Gestalt Theory of Perception.

Clients:

- Abu Dhabi Oil Company (UAE), National Refinery Company (Jordan), Egyptian General Petroleum (Egypt), Kuwait Investment Authority (Kuwait), KPC (Kuwait), KOC (Kuwait), Bahrain Oil Company (Bahrain), British Petroleum BP (UK), Saudi Aramco (Saudi Arabia), Petroleum Development Oman (Oman), Petronas (Malaysia), Libya Oil Corporation (Libya). Kuwait Investment Authority, Bank of Ghana.

Employers:

2004

**Institute of Leadership and Management
National Consultant**

Marshall was ILM's (the largest Management and Leadership Awarding Body in the UK) National Consultant for the Health and Care Sector (Contract), with a consultant role which required him to supply specialist advice on all aspects associated with providing Leadership and Management qualifications at all levels in this sector. This included helping larger organisations both in the public and private markets gain quality accreditation as a Leadership and Management Assessment Centre. This includes providing the specialist support and advice for senior management development programmes, middle management and supervisors. It required him to interface between organisations, qualification regulators and standards bodies responsible for regulating this sector.

2002-2004

**AjA UK
Executive Consultants**

As Executive Consultant, Marshall developed the idea of an international network of business consultants during the competitive times of the 1990s when a need was identified to bring together a group of like minded specialists in a collaborative and cost effective way that could provide a holistic and unparalleled level of service.

1991 to 2002

**University Hospitals of Leicester UHL
Head of Education Training & Development**

University Hospitals of Leicester NHS Trust is arguably one of the largest hospitals in the UK and employs 11000 staff with an operational budget of £500m. The organisation was a merger between three large hospitals in 2000 with an international reputation for the services provided. Marshall provided development opportunities and qualifications to a broad range of professional and non-professional staff, including delivering personal development to senior managers and clinicians (Doctors and Surgeons), nursing, clinical support and non-clinical staff in leadership and management disciplines. He was also an Assessor for the NHS Graduate Management Training Scheme.

1985 to 1991

**Hotel and Catering Training Board
Business Consultant**

Business Consultant specialising in the Food and Drink Leisure and Tourism Industries

1978 1985

**Nottingham Manufacturing
Head of Marketing and Business Growth**

Academic Qualifications

Marshall holds 25 different technical and academic qualifications including business, psychology, and in a range of professionally relevant disciplines.

Professional Membership and Affiliations

- Member of the British Psychological Society (MBPS)
- Member of the Chartered Institute for Personnel and Development (MCIPD)
- Member of the Institute of Leadership and Management
- Member of the Institute of Management Consultants (UK)
- Member of the Institute of Business Consultants (UK).
- Member of and Certified Practitioner in Brain Dominance and Whole Brain Training (HBDI)

