

Introduction

During my long career, I've participated, observed and read about virtually every type of leadership training/development programme in the world and, the sad thing is, most of them don't come close to accomplishing what they were designed to achieve, i.e. create better leaders. And the reasons why, in my view? a). confused thinking about what the word 'Leader' – in my view most people who are called 'Leaders' don't show much leadership at all. b). confused thinking about what training can contribute to help produce better leaders and, c). as a result of 'a' and 'b' above the focus of training programmes is flawed because they focus on training people for a role called 'leader,' when, instead, they should focus on ***developing leadership competencies***.

Leadership not Leaders. In truth, anyone in any situation, no matter their role, status, age, level of intelligence, education, charisma, stature, or any other personal characteristic, can display leadership – a vision, an idea is all it takes to attract followers, that's when (or why) you become a leader – a useful definition of a leader, therefore, might be: ***'one who has followers.'***

So, if you wish to lead you need to have an interest in people, your followers – otherwise they won't follow you.

So, leadership is all about people – leaders are not in charge of people, they are charged with caring for people. The role is about making things better, improving whatever situation you find yourself and your follows in.

Despite the the commonly held view that *'people don't like change,'* the truth is we all love change – as long as it makes our life better – what we don't like is *being changed*. Great leaders recognize this and, therefore, focus on supporting people to help them make their own changes.

This is the beauty of an Action Centred Leadership (ACL) development programme. While acknowledging that, in any human endeavour there is an overall aim – the vision or the idea, which means a result or a ***task*** has to be achieved (people won't engage in an endeavour that has no meaningful purpose) – an ACL programme also acknowledges that the result or task needs to be achieved through people. For great leaders, that means a focus on two things: building a team and developing individual team members.

Building a team – people are gregarious animals and usually perform best within a supportive, collaborative team environment. Building a team means bringing the right mix of competencies and personalities together and, through creating an environment where team members can bond into a unit, the whole becomes superior to the sum of the individual parts – a high performing team.

Developing the individual – people need to grow and develop, it's an important aspect of human motivation, but every person has different needs (because we all start from a different base and we all have different aspirations) so great leaders make strenuous efforts to find ways to get close to their team members so they can understand how to create the most positive environment and most challenging opportunities to enable each individual to grow.

This internationally acclaimed leadership programme is based on an approach developed for the British Army by Professor John Adair is now used extensively in all sectors of the economy around the world including the United Nations is a highly experiential course which will allow you to develop your personal leadership competencies in a constructive, protected environment to help you become a more effective leader.

This course is CPD accredited (Continued Professional Development).

Aims

The aim of this course is to help you explore how the behaviours we call 'managing' differ from the behaviours we call 'leading' and how everyone can develop the competencies needed to show effective leadership. As a result, this course will offer you the opportunity to consider how you might develop your leadership competencies to help you become more effective in a leadership role. During this 'action centred' approach to developing leadership competencies you will be able to explore how you can develop your skills to enable you to focus on the three critical factors of effective leadership, i.e. the competencies needed to help ensure a task is completed through building an effective team and developing individual team members.

Objectives

By the end of the programme delegates will be able to:

- describe their role as a leader
- outline an analysis of their personal strengths and areas for development
- demonstrate an ability to recognise the needs of a situation and the leadership actions that can lead to success
- demonstrate an ability to deploy leadership techniques that enable individuals to contribute fully to delivering the team's task
- Explain how learning can be transferred effectively to the work place.

Methods

It is our intention that you have an opportunity to understand the nature and practice of good leadership. To do so we will not be 'teaching,' instead we will be creating a unique learning opportunity to help you advance and progress. There will be some input from the trainer but the majority of the learning will take place during exercises when group and personal discovery takes place.

Duration: 2 days

Class size:

To ensure maximum benefit for each delegate it is recommended that the class size for this programme does not exceed 16.

Who it's for:

Those with first line responsibility for achieving a task through a team of people; this includes team leaders and supervisors in all sectors of the economy.

Course Content

Day 1

The development of Action Centred Leadership:

- Introduction, programme aims, objectives and methods.
- Transfer of learning and action planning.
- History & development of Action Centred Leadership (ACL).
- Key features of ACL.

Exploring our current understanding of Leadership:

- Group discussion: what is leadership?
- Report back.
- Leadership exercise: playing cards.
- Analysis & discussion: practice observing leadership.

Contrasting the roles of Leader and Manager:

- Presentation: what is leadership? How does leadership differ from management?
- Group discussion: the qualities of a leader.
- Report back.
- Exercise: analysing your own Leadership style.

Considering the impact of the Qualities approach to understanding Leadership:

- Presentation: the qualities approach to leadership training.
- Discussion: the drawbacks and positive aspects of the qualities approach.
- Presentation: the generic qualities of good leaders.

Considering the impact of the Functional approach to understanding Leadership:

- Presentation: the functional approach to leadership training.
- Leadership exercise: The Jigsaw Puzzle.
- Analysis & discussion: practice observing leadership.

Day 2

The Fundamental approach of Action Centred Leadership - taking best practice from the qualities, the situational and functional approach:

- Presentation: Action Centred Leadership and the three circles.
- Presentation: the impact of neglecting or putting too much focus on any one of the circles.

Exploring some of the Functions of Leadership:

- Presentation: leadership functions; what a leader should do (part 1).
- Leadership exercise: decision making styles; the need to have a flexible style; the ideal decision making situation.
- Analysis & discussion.
- Presentation: leadership functions; what a leader should do (part 2).
- Leadership exercise: communicating the message.
- Analysis & discussion.
- Presentation: barriers to effective communication.
- Exercise: analysing your personal communications style.

The Functions of Leadership: Coaching

- Demonstration: the tutor will demonstrate Coaching for Results.
- Analysis and discussion: the tutor's Coaching session will be analysed and a process for Coaching will be identified.
- Leadership exercise: asking open questions.
- Analysis, discussion and feedback.
- Leadership exercise: using the Coaching model.
- Analysis, discussion and feedback.

The Functions of Leadership: Feedback

- Demonstration: the tutor will demonstrate the Feedback process.
- The tutor's Feedback session will be analysed and a process for delivering Feedback will be identified.
- Leadership exercise: using the Feedback model.

Putting it all together:

- Leadership exercise: building the tower.
- Analysis & discussion: practice observing leadership.

Knowledge & Skills transfer to the work place:

- Personal action planning.
- Course review.
- Follow up.

Who are MPower?

MPOWER (UK) Ltd are an association of organisational development practitioners with direct experience of delivering superior performance through the deployment of a range of techniques commonly referred to as: Quality Management, Business Excellence, Lean Thinking and Six Sigma.

Although we are entirely happy to run a range of training programmes to develop expertise within your company our preferred approach is to work with you and your people on a programme of change, providing expert consultancy when required together with relevant training when your people see the need to acquire new skills: a trainer/consultant approach. This way we will help you develop levels of efficiency that will dramatically reduce your cost base, improved processes for the effective delivery of your customer requirements and a resolution of your most important business issues while, at the same time, developing a level of self-sufficiency within your company.

For more information, please contact us today.

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