

Universal Leadership Skills

Background and description

Many people become leaders by accident - often because they were good at their last job and were promoted to a position where they became responsible for people. Often leaders are launched on unsuspecting followers with little or no leadership training. On the other hand, if you look in the business section of any bookshop, you will see shelves full of books about leadership.

Universal Leadership Skills cuts through all the hype. You will consider your existing leadership styles and practices and learn tried-and-tested models and skills to help you improve. The course combines input on the ideas and philosophies underpinning leadership with highly practical techniques that can be applied immediately back in the workplace.

Every leader should remember that it is YOU your people talk about in the pub with their colleagues and around the dinner table with their families. What would you like them to say about you as their boss?

Duration and who should attend

Duration

3 days

Who should attend?

- Chief Executives
- Directors
- Senior managers
- Anyone who leads a team at a managerial level

Universal Leadership Skills is not just for new or inexperienced leaders. Many previous attendees have been leading teams for many years and still found the course invaluable.

People who do not line manage a team should not attend.

Style and structure of the course

Universal Leadership Skills is highly participative and practical. Participants are asked to apply what they are learning to their own real-life scenarios for each session. This includes the opportunity to reflect on your existing leadership habits, pick the brains of the Consultants running the course and, of course, interact with the other attendees.

This is an unusual course as we find that each attendee has a different 'light bulb moment'. After several years of observing this, we finally worked out that what is going on for each individual, their team and their organisation is different for everybody. What is certain is that you *will* have a light bulb moment.

To help you back in the workplace, participants receive our highly practical and comprehensive manual, *The Complete Guide to Leadership*.



What participants will learn - day 1

The focus of day 1 is about understanding the principles that underpin your leadership actions and practices. Whether you know it or not, everything you do as a leader has an underpinning principle. Therefore it is useful to understand what these principles are and where they came from. It is also helpful to know what makes people tick and the consequences of different approaches to leadership.

Leadership and management - the background to the ideas

- **Where the ideas come from**
The work of the early thinkers - Taylor, Lewin, McGregor - the originators of current leadership practice
- **Why leadership is needed**
- **The difference between leadership and management**
and the difference between management and supervision
- **The link between leadership and the Sigmoid Curve**
and why leadership practices in your organisation may be putting you out of business

Motivation

Twenty tips for motivating your employees - that's what a typical 1 day course on motivation offers. We won't be doing this - instead we suggest you don't even bother trying to motivate the people who work for you. Want to know why? You need to know:

- The difference between intrinsic and extrinsic motivation
- How a leader can de-motivate people
- Satisfiers and dissatisfiers in the workplace and what *you* can do about them
- Why reading for pizza is bad and that chimpanzees like to paint

What participants will learn - day 2

The focus of day 2 is about leading the individuals who work for you, assessing each person and adopting appropriate leadership styles and practices to get the best out of them.

Flexible Leadership

The Flexible Leadership model looks at different leadership styles and put the idea that 'one style fits all' in the dustbin. After this session, if anyone ever asks you what your leadership style is, you will always answer "it depends". The basis of the Flexible Leadership model is that when you are leading an individual you need to adopt a leadership style based on the ability and competence of that individual and the nature of the task in hand. We will examine the resulting leadership styles and match these to your own real-life situations. Then we will identify the actions associated with each.



Leading people

We will introduce a series of key principles for leading individuals. We will also provide a person-by-person checklist to help you understand the people who work for you. We will do some work around how to structure a 1-to-1 and offer an alternative to the traditional performance appraisal that you might actually enjoy carrying out.

Finally, we will give you some tips on how to lead through others. This is important because how the people who report to you lead the people who report to them is actually your responsibility.

What participants will learn - day 3

The focus of day 3 is about leading your team collectively and developing them as a group of people that work well together.

Leading your team

This is about leading your team as a whole rather than as a group of individuals. We will have a look at when to promote individual effort and when to use the team collectively. This session includes:

- An analysis of how effective your team is and the areas you need to focus on to improve this
- The Forming-Storming-Norming-Performing model of developmental stages for a team, how to assess where your team is currently and what you as a leader need to do to move them forward
- How to maximise the effectiveness and productivity of your Team Meetings
- The skill and practicalities of preparing and delivering a 'Leader Speaks' for your team

Leading your boss

It is the relationship with your boss that can make or break how happy you are at work. To finish the course we will have a look at the realities of what you can and can't do to improve this relationship.

