



Transformational Leadership THE BUSINESS LEADERS PROGRAMME

This is a leadership process of seven workshops across seven months with 1-1 mentoring support in-between each workshop. It is designed for senior leaders & leader managers who are already successful and who wish to take the next step in personal and professional mastery. The success of the process has been evaluated and researched by a blue chip organisation and the original version was written up in the Gower Handbook of Team working (Brawley, Gower, 1997). The programme is an organisational tool and integrated with the business, departmental or team plan.

The programme is flexible and follows the needs of each individual group, adapting and changing to meet these needs as the business or circumstances dictate. All processes/techniques are applied directly to the work or issues in hand so ensuring the time spent in workshops is of double value – learning personal skills whilst moving the organisation forward.

- **Further develop your leadership style**
- **Further increase your confidence, presence and impact**
- **Find and be able to use your unique matrix of inherent talent and skill**
- **Resolve long standing issues**
- **Discover strategies that are natural to you to solve any area of weakness**
- **Significantly reduce the amount of time you spend solving problems**
- **Significantly reduce the time you spend in meetings you facilitate**
- **Learn advanced communication skills – beyond words.....**
- **Learn positively from difficult relationships & see beyond the games**
- **Be able to see to the core of what is happening in relationships**
- **Be able to lead change whilst pre-empting conflict, resistance or confusion**
- **Be in charge in situations whether you are in control of them or not**
- **Reduce errors or the ‘unforeseen’ events that hinder plans**
- **Bring out the talents in your team and create a high performing group**
- **Have 1-1 dedicated support to implement the learning**
- **Align your personal and professional goals**
- **Move the organisation forward towards its goals**
- **Be able to save or make the organisation the money this programme has cost**

The programme incorporates practical techniques drawn from psychology, philosophy, the study of excellence, metaphysics and from organisational research on the excellent results of maximising talent and skill.



LEADERSHIP – and this Programme Approach

Self

- To go first, to be the one that makes it safe for others to be themselves.
- To develop our sense of self and then encourage others to do the same.
- To be willing to look to ourselves rather than blaming others.
- To take responsibility for our failures and equally for our successes.
- To discover and develop our natural talents and skills and use them and to then deliberately seek to enable others to do the same.
- To trust ourselves to step out into the unknown.
- To challenge our beliefs, perceptions and want to grow.
- To have the congruence to change ourselves before expecting it of others.
- To recognise we have always have choice and are empowered when we choose to be.
- To have the confidence to get it wrong in the pursuit of getting it right.
- To have the courage to be different.
- To be willing to win, be well, happy and successful.

Leading Others

- To lead teams to which people want to belong.
- To inspire others to take action, grow and when appropriate to follow and when appropriate to lead.
- To look for the best in people before expecting it.
- To understand that everyone is seeking to be known, approved of and understood, to have impact and belong, despite behaviours that may indicate otherwise.
- To be aware of the games people play to achieve the above, the role of fear, the need to control and protect and then to lead the way out of the game.
- To realise that even the most difficult people and situations bring us the opportunity for positive learning.
- To be willing to make decisions that impact others & to take responsibility for that impact.
- To lead change in a way that respects natural fear and at the same time reduces it.
- To see others as humans – being.



Leading the Organisation

- To be willing to embrace the new without discarding the value of the old.
- To see the bigger picture without losing sight of the detail.
- To be willing to work in partnership with those whose skills exceed our own.
- To contribute our own excellence to any partnership we work within.
- To have the confidence to follow as well as lead.
- To be willing to contribute to the whole without losing our individuality.
- To have the commitment to create, dream and implement those dreams.
- To see difficulty and struggle are outdated replacements for true challenge.
- To recognise real challenge is the stretching of our talents and skill.
- To have the courage to make decisions and then change our minds in the light of new information.
- To lead from a stance of trust that the empowering answers are out there rather than lead from fear of loss and lack.
- To seek to evolve through continuous improvement rather than use it to control.
- To be willing to listen, to others and ourselves and follow our instinct even when it doesn't make sense – for most of our greatest inventions and innovations are the result of people pursuing what didn't make sense.
- To understand the organisation will only grow and change within the limits of our own beliefs of what is possible.

THE BUSINESS LEADERS PROGRAMME - History

The Business Leaders Programme was originally designed for the senior management team at Aerospace, Prestwick. The managers were technically very competent and most had been managers for several years. Due to changing culture and new demands from the market place it had become imperative that the senior team developed their 'people' skills and also embraced new and different ways of approaching arising issues. As is the case with many senior managers, they had led the organisation through change initiatives and implemented new processes and procedures, however they had had little personal support or time for their own personal development. It was noted that the great majority of the managers 'knew' what they 'should' be doing when it came to team empowerment and other 'softer' skills, however the knowledge remained just that, knowledge. In the light of the fires they were fighting on a day to day basis the tendency was to revert to task based management, very hands on and reactive.



The brief for the Business Leaders Programme was the following:

