

SCALING LEADERSHIP PROGRAM

“Effective leaders outperform ineffective leaders, every time.”

Bob Anderson



CONTEXT

Today, technology and connectivity has increased our ability to self-organise, collaborating more easily across internal and external organisational boundaries. Given the shift away from hierarchical, centralised leadership structures to more interconnected organisational networks, leadership is now distributed – everyone, anywhere must be and bring their best leadership selves.

This calls for greater focus on developing leaders by embarking on a continuous learning journey to become their best selves. This journey starts with developing greater levels of self-awareness and mastery at leading self and others and inspiring team members to achieve extraordinary results.

OVERVIEW

To scale leadership, learning needs to focus on the ‘whole leader’ so they can develop greater agility, resilience, and adaptability in leading collaboratively through uncertain and complex circumstances

Tenet 1: RELEVANCE – to inspire with Purpose

To inspire with purpose and have greater impact.

Leaders command respect because of what they stand for – their beliefs. Their beliefs are the set of expectations, memories, stories, and relationships that, taken together, account for why a person would follow them over another. Their self-confidence, resilience and trust in their own abilities and perceptions are fundamental to their success.

Tenet 2: RELATIONSHIPS – to rise on the quality of one’s relationships

To engage with respect and dignity and secure others’ cooperation and commitment.

Leaders rise and fall on the quality of their working relationships. They engender trust in others. They value diversity and different perspectives and insights to proactively deal with and manage the increasingly complex and changing business environment. Leaders create the conditions that secure others’ cooperation and commitment to achieve at their best.

Tenet 3: RESULTS – to coordinate action and do great work

To do great work with and through others.

To succeed, leaders develop, motivate, and energise others to perform at their best. Through building effective relationships, they perform great work with and through others. They discern what is most important others need to focus their attention and energy to. They coordinate action by securing greater commitment and cooperation to achieve the best outcomes.

LEARNING OBJECTIVES BY TOPIC

To enable leaders to be and bring their best and to deal with the increasing challenges and complexities more effectively and confidently, leaders benefit from learning how to:

Tenet 1: RELEVANCE

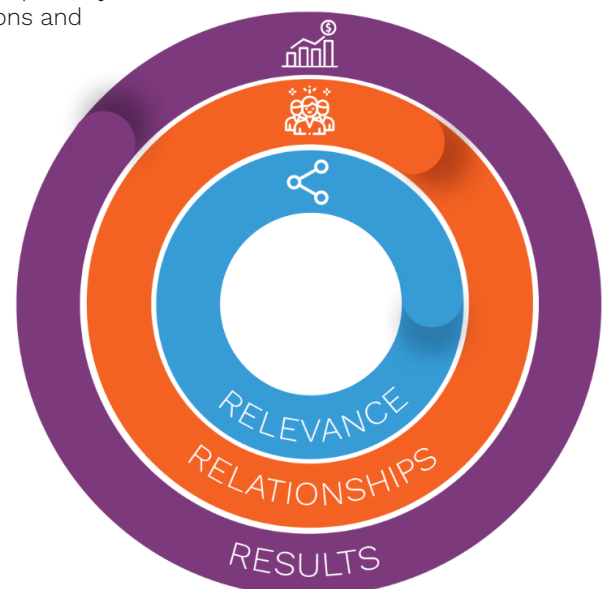
- Create and build one's leadership identity – “what I stand for” - my purpose, values, strengths, and beliefs.
- Develop emotional intelligence skills to better understand and more positively affect others through demonstrating greater self-awareness, self-control, social awareness, and relationship management.
- Understanding of the leadership mind-sets and behaviours for a dynamic world – developing resilience and adaptability.
- Build greater self-confidence, presence and have greater impact with all stakeholders both inside and outside the organization.
- Build and play more to one's strengths and be more fulfilled.
- Developing presence, listening, empathy and the appreciation of the benefits of diversity and the ability to work with multiple perspectives.

Tenet 2: RELATIONSHIPS

- Build trust-based relations and seek to understand others' perspectives to make more informed decisions.
- Instill greater confidence and capability in others by being a coach and enable others to realise their potential.
- Be a more effective and motivational delegator who recognises the learning opportunities inherent in delegating.
- Leverage diversity of different thinking styles to make better decisions and achieve quality results.
- Facilitate a critical performance review and feedback, that is most helpful
- Confront and deal with others' unacceptable performance, constructively
- Have the honest conversations to facilitate behavioural change.
- Create a learning culture based on greater levels of collaboration and transparency across diverse functions and business units.

Tenet 3: RESULTS

- Be more effective by discerning what is most important to focus their attention and energy to
- Set clear performance objectives for their team members and hold them to account
- Coordinate action to ensure what needs to be done is achieved
- To effectively communicate what is most important team members know and understand
- Appreciation of the business disciplines needed to navigate complexity and ambiguity and encourage innovative thinking.
- How to manage and facilitate change to achieve the desired outcomes and transformation



Program Structure

To facilitate learning and achieve lasting, positive behavioural change and organizational success, learning is enabled through a variation of medium determined by each client's respective needs and objective:

1. Facilitated Workshops

The facilitated group workshops reinforce a common understanding of the leadership principles, mindset, language, and skills that underpins the 'leadership way'. Before all group workshops, each participant must complete some pre-reading and a pre-work assignment. This is not onerous on their time or effort, but it is a vital step in the process to ensure the workshops are a valuable learning experience.

Each group workshop comprises group discussions, sub-group exercises, practice, case studies and other facilitative processes to assist participants understand the concepts and processes and to plan and practice how they will apply them back on the job.

At the end of each group workshop, participants will reflect and commit to a course of action to implement their learning. This is reviewed in the peer coaching sessions that follow and serve as a vehicle to facilitate internal coaching discussions between the participants, their peers and line manager.

The Scaling Leadership Program includes 5, x1 day workshops, facilitated over a 6month period.

2. Peer coaching sets

The peer coaching element of the Program is vital to achieving sustained behavioural change. It is often the element that ensures the transition from learning and intent into practical implementation and sustained results.

The peer groups would comprise of groups of three to four participants each and the peer coaching sessions would take place between the Workshops. Their primary focus is to ensure that each participant holds themselves and others accountable to implement their action plans from the Workshop and to share their progress in addressing their individual development plan.

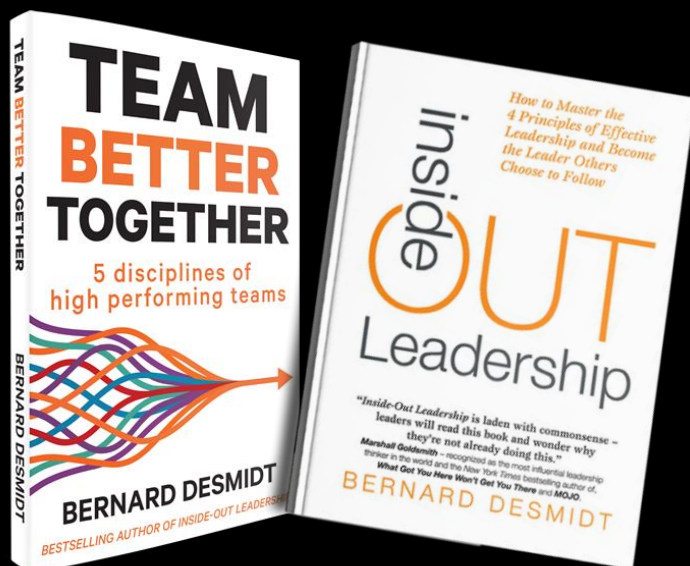
The peer group sessions provide the added benefit of building closer working relationships with one's peers. Through developing greater understanding of each other and working together to development strategies to deal with complex issues, team members make better quality decisions implemented in a shorter timeframe and more cost effectively.

3. One-on-one coaching

For nominated participants, the opportunity exists to participate in 1:1 coaching to help them apply their learning and secure maximum value and benefit from the learning experiences. Fees for the coaching programs are to be agreed and are excluded for the Program fee.



As an accomplished coach, trainer, facilitator, speaker and author, Bernard works with leaders and leadership teams to unlock the power in teams and access the collective capacity and capability to achieve the greatest things possible.



What clients have to say about the Scaling Leadership Program:

“It was an eye-opening experience and Bernard provided a safe environment where judgement is suspended, and open and frank discussion could take place. It was a very humbling experience and Bernard is a very courageous person who has stretched and challenged all of us to go places where we could not have imagined let alone gotten there on our own...”

Cath Jules (CEO - Criterion Conferences)

“The greatest and unique aspect that Bernard brought to the program – that I have rarely seen in any other facilitator – is his ability to enable people to think, feel and speak freely without fear of repercussion.”

Sean Dempsey (CEO - Plan Partners)

“Bernard has both an engaging and challenging facilitating style which encourages thinking and discussion. Our leaders are bright smart people and I knew they needed someone who had a strong presence, whose material was thought provoking and up-to-date and who could move our leaders forward on their leadership journey...”

Linda Smith (Manager – People & Culture, ISPT)

A leadership program that looks at leading through deeper self-knowledge; how this informs how you lead, its impact on the people you lead.”

Suzanne Shepherd (Group Executive – Human Resources, McMillan Shakespeare Group)

To discuss how to unleash the unrealised leadership potential in your organisation through the Scaling Leadership Program, call Bernard on + 61 414 654 437 or email him at bernard@bernarddesmidt.com