



## Who Should Attend?

This is an advanced course designed for managers who already have experience in team management.

## Course Scope

1. The Leader of the Organization.
  - Management vs. Leadership – evolution of the role.
  - Leaders in Business and History – what made them successful (discussion based on selected movie excerpts; characteristics of admired leaders (source: Harvard Business Review)).
  - Selected theories of leadership.
  - The Leader's Profile – key competencies and attributes.
  - Behavioral Styles – 4 different ways to achieve success.
  - PUSH or PULL Approach; wide perspective for different situations.
2. Leadership Roles.
  - What do followers need from leaders?
  - Leadership roles – People Empowerment as a crucial role to run a successful team.
  - Motivating through Defining the Vision.
  - The Leader as a Strategist.
  - Building People's Motivation.
  - Motivation Myths – opinions and research.
  - Maslow's Hierarchy of Needs in the Organisation.
  - Individual Hierarchy of Values.
  - Herzberg's Hygiene and Motivation Factors.
  - External Motivation – a threat to Inner Motivation.
  - Building Inner Motivation – how to make people want to succeed.
  - It's Your Ship – best examples to build a motivated and engaged team (based on Michael Abrashof's "It's your ship").
3. Empowerment through Information.
  - Why is Communication so Important?
  - Key Communication Skills of Leaders.
  - Building Partnership and Rapport in the Team: a win-win approach.
  - The Shadow of the Leader – how Leaders create effective and engaged teams.
  - "I need to tell you something you won't like" – communicating tough decisions.
  - Facts and Conclusions – making communication clear and constructive.
  - Why is WHY important in exploring people's potential and motivation.
4. Empowerment through Responsibility: Responsible Teams, Responsible Individuals.
  - What is Goal-Setting for?
  - Model SMART in Leadership.
  - Edwin Locke's Theory of Goal-Setting.
  - Increasing Acceptance of Goals.
  - Success Indicators – how to define the expected outcome and measure the result.
  - Support and Control – giving feedback.



- Construction of Negative Feedback.
  - Appreciating and Rewarding Employees.
  - Performance Evaluation.
5. Empowerment through Accountability.
- Accountability and Victim Stories.
  - Building Accountable Teams.
  - The Learning Cycle.
  - 70/20/10 – Leader's and employee's contribution to development; role of training (10%), Leader involvement (20%) and personal employee engagement (70%).
  - Development through Tasks – the GROW model.
6. Summary and Personal Commitments.
- Long-term advantage for the team and organisation.
  - GROW-ing myself as a Leader.

## Prerequisites

This program is suitable for mid-level managers. The participants should have general knowledge of managing teams. In order to get the most out of the program, group members should have roughly the same amount of managerial experience.

## Training Structure

Two-day training divided into logical sessions.

## Methodology

Workshop, presentations, multimedia and case studies - practical examples both prepared by trainers as well as brought by participants.

Optional: natural style questionnaire – XY motivation style analysis. Participants will be encouraged to continue their development with a recommended reading list.

Support for training participants - preserving and strengthening the acquired knowledge and skills is highly important in order to maintain the development effects. Optionally, during the 5 weeks after the training, participants will be contacted weekly by the leading trainer by phone/internet for consultation and coaching (maximum 5 participants per call).