



Business Performance Management

Involve Leadership Events

An Overview

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1. Our Leadership Events

1.1 Emotional Intelligence for Managers and Leaders

Learning Event Structure

Length: 2 days

Overview

Understanding the core emotional capabilities of; self-awareness, emotion management, self-motivation, relationship management, emotional coaching or teaching of others. Participants are invited to explore their strengths and opportunities for improvement in these capabilities and decide what the impact is on their work and relationships.

Topics

- Exploring what underpins how we act
- Sharing in small groups what personal core values are held and how these can cause conflict with others.
- Reviewing common models of personal growth and identifying personal positions on the models.
- Diagnosing 3 current scenarios where thoughts, feelings and relationships could be more productive
- Writing a step by step action plan of intentions and actions
- Deciding on peer groupings to meet after the event to take the action plans forward.

Learning Outcomes

- ✓ Raising awareness about the impact of individuals' behaviour on others
- ✓ Understanding how our coping mechanisms in early life, settle into out-of-date habits and blocked emotional intelligence as we grow older
- ✓ Giving participants a 'toolkit' of simple and practical things they can do and say when they find themselves in emotionally difficult situations.

1.2 How to Lead Effective Teams

Learning Event Structure

Length: 2 days plus 20 minutes for orientation and self- assessment

Target Audience: Senior and Middle Managers

Overview

The event investigates how to raise team effectiveness levels to achieve high performance success. Particularly for Managers who want to expand their toolkit by using Emotional Intelligence principles and working practices to achieve higher levels of cross team working. Also for those who are ready to build on being technically competent and qualified to also being an authentic and inspirational people leader.

Topics

- Management context – key developmental themes
- Effective team leadership using EI principles
- High performance team working (part 1)
- Learning review
- High performance team working (part 2)
- Motivation – understanding how others think
- Developing the options for supporting your team
- Making a difference

Learning Outcomes

- ✓ Raise your team's performance levels to improve/exceed their personal performance
- ✓ Set up the conditions and develop the methods to achieve higher levels of team working within your own team and across your organisation
- ✓ Effectively use team leadership support tools (in conjunction with your organisation's performance management process)
- ✓ Benchmark and develop the Emotional Intelligence capabilities of your team or work Group
- ✓ Enhance the quality of your team members' work life in line with the organisations mission and values
- ✓ Develop and optimise your own personal performance as an authentic and inspirational leader
- ✓ Progress any development actions raised in the staff surveys for your area

1.3 Maximising Personal Potential

Learning Event Structure

Length: 2 days

Target Audience: Senior and Middle Managers

Overview

The event focuses on learning how to tap into and maximise participants own potential, increase personal leadership skills, bring the best of themselves to work, Maximise personal effectiveness and therefore the difference they make to others.

Module 1

- What is maximising personal potential?
- The anatomy of maximising personal potential
- Enabling mental frameworks
- Driving on all four cylinders – mood management
- Personal Impact – presentations

Module 2

- Communication that leads, engages and challenges others
- Personal Impact
- Role plays
- Personal mission and the organisational context
- Role modelling values and developing your team

Learning Outcomes

- ✓ You will be able to demonstrate what it takes personally to make a difference to self, team and organisation
- ✓ Increase your ability to access and manage your energy
- ✓ Critically review and develop a positive personal impact
- ✓ Increase your ability to represent the organisations values and gives in the role of Manager, namely; being excellent at communications, taking personal responsibility, being a great place to work, grow and develop

1.4 Communication skills

Learning Event Structure

Length: 2 days

Target Audience: All levels of staff

Overview

To strengthen participants confidence and ability to have difficult, challenging and courageous conversations that achieve win-win outcomes. Whilst also introducing a model to increase their awareness about some choices and consequences available during such conversations.

Key Topics

- Elements of communication
- Personal values and principles
- Achieving the desired outcome through communication
- Communications skills (self assessments)
- Listening Skills – defining better outcomes, dealing with distortion, deletion and generalisation.
- Clear communication (delivering the message effectively)
- Building rapport and leading the conversation with grace
- Barriers (what are they and how to overcome them for the company and personally)
- Dealing effectively with 'difficult' situations through communication

Learning Outcomes

- ✓ Identify the key reasons/scenarios when you may need to have a courageous conversation, especially as a facilitator
- ✓ Enhance your awareness of some typical behaviours and consequences that can occur when you (or others) are having (or avoiding!) a challenging conversation
- ✓ Engage with others, during challenging conversations

1.5 Creating Compelling Partnerships

Learning Event Structure

Length: 5 days

Target Audience: Senior and Middle Managers

Overview

Communicating, influencing and negotiating skills to achieve long-lasting, valuable working partnerships. This event is especially beneficial for those who manage relationships across internal & external organisational boundaries.

Module 1- Principles and skills for successful partnering

- Partnering – the principles
- Getting and keeping rapport
- Managing your own perceptions
- Getting to the heart of the matter
- Generating multiple solutions

Module 2 - Making negotiation successful and enjoyable

- Negotiation – the principles and process
- Preparation, preparation, preparation
- Mutual outcomes from the start
- Sealing the agreement at the end
- Practice, practice, practice

Module 3 - Planning and process for effective partnering

- Mapping and understanding stakeholders
- Mapping the current situation and past
- Setting a vision for the partnership
- Creating the journey
- Launching a new partnership
- Managing partnership towards the vision

Creating Compelling Partnerships (Continued)

Module 4 - Successful influencing in partnership

- Principles of perceptions
- Strategies and tactics for influence
- Understanding habitual influencing style
- Planning influence: objectives, strategies, media, messages
- Influencing in common situations

Module 5 - Success with challenging situations

- Partnering with different personalities
- Partnering under stress
- Avoiding the moment of conflict
- Recovering from the moment of conflict
- Language and non verbal cues
- Planning for own challenging situations

Learning Outcomes

- ✓ Participants know and understand the principles to compelling partnerships together with a robust framework for influence and negotiation
- ✓ Develop communication, influencing and negotiation skills to establish effective relationships
- ✓ Create influencing plans to build successful partnerships with key stakeholders
- ✓ Implement specific influence/negotiation/relationship building plans with the support of action coaching and within peer learning
- ✓ Learn to apply the skills, process and tools effectively in difficult situations and tough negotiations with challenging partners

1.6 Strategic Thinking & Design

Learning Event Structure

Length: 5 days

Target Audience: Senior and Middle Managers

Overview

How to become a more effective strategic thinker with an emphasis on how to manage the strategic development process through to successful implementation and delivery.

Module 1 - Strategic thinking, principles and frameworks

- Definitions and dimensions of strategic thinking
- Principles of successful strategic thinking
- Profiling your own thinking style using HBDI
- The strategic thinking process
- Basic strategic analysis tools

Module 2 - Analysis and creativity skills

- Understanding the creative process
- How to create innovative strategies or policies
- Techniques for exploring the future
- New paradigms for strategic solutions
- How to think about the bigger picture
- Nurturing and developing your own creativity

Module 3 – Vision Building

- How to facilitate vision building for a team
- Vision building techniques
- Exploring team roles in vision and strategy development
- Drawing on different perceptual positions in vision building
- Building on the vision through culture, values and behaviours definition

Strategic Thinking & Design (Continued)

Module 4 - Strategic design and development

- Overview of the strategic planning process
- How to apply a strategic planning framework
- Understanding drivers for change
- Opportunity and issues analysis
- Strategic options formulation and evaluation
- Organisational design and development

Module 5 - Strategic implementation and delivery

- Core competencies for strategy implementation
- Introduction to strategy mapping
- Aligning strategic vision, strategy/policy development, and strategic delivery in the public sector
- The difference between successful and unsuccessful strategic delivery

Learning Outcomes

- ✓ Know and understand the dimensions, principles, process and tools of strategic thinking and to have assessed their own strengths and developmental needs in relation to these
- ✓ Have demystified the topic of creativity, released their own creativity and know how to use a range of creativity techniques in the strategic development process
- ✓ Know and understand how to facilitate a vision building exercise for any team, with a range of tools at their disposal
- ✓ Application of the strategic design and development process to a project of their own choosing
- ✓ Know and understand how to bring about successful strategic implementation and delivery, and to be ready to apply this to their strategic development project

1.7 Learning & Development Approaches

Learning Event Structure

Length: 5 days

Target Audience: Senior and Middle Managers

Overview

Learning and Development Approaches is for all Managers, covering how learning and development take place at individual, group and organisational levels, as well as to enhance their own learning ability and understanding of how to manage development.

Module 1 - Introduction to learning and development approaches

- Learning to learn as a core competence for success
- An inquiry into how you learn and develop
- Basic principles and models of learning; e.g.. levels of learning, conscious vs. unconscious
- Understanding differences in learning styles and sensory preferences
- Experiential learning processes
- Basic principles and models of development: stages of development, Johari Window, etc
- Today's best practices in learning and development

Module 2 - An integral model of learning and development

- An integral map of different approaches to learning and development
- Overview of key behavioural/competency, experiential/psychological, cultural/collective and social/systemic approaches to learning
- Understanding how people learn differently at each level of development, using the Spiral Dynamics values systems model
- Exploring different lines of development; multiple intelligences (e.g. EQ, SQ)
- The complete integral model of development

Learning & Development Approaches (Continued)

Module 3 - Facilitating Individual learning and development

- Profiling individual learning style preferences
- The personal development review and planning process
- Designing learning contracts
- Coaching in support of learning and development
- The Leadership Development Framework
- Setting individual learning and development objectives
- Designing individual learning and development interventions
- How to assess individual learning outcomes

Module 4 - Facilitating team learning and development

- Profiling team learning culture
- Group development process models: Tuckman and others
- Collaborative and inquiry based learning, including Appreciative Inquiry
- Action Learning and learning groups
- Setting team development objectives
- Designing team learning and development interventions
- How to assess team learning outcomes
- Briefing and managing Learning Professionals

Module 5- Facilitating organisational learning and development

- Profiling organisational learning culture
- The Learning Organisation and systemic analysis of organisational learns
- Complexity theory and self-organising systems
- Organisational learning systems and the external environment
- Setting organisational learning and development objectives
- Designing organisational learning and development interventions
- How to assess organisational learning outcomes

Learning & Development Approaches (Continued)

Learning Outcomes

- ✓ Enhance their understanding of how they personally learn and develop, increase their own learning ability and awareness (learning to learn) and take control of their own long term development
- ✓ Learn how to plan, design, facilitate and assess learning and development interventions at individual, group and organisations levels, and how to more effectively use internal or external learning professionals to help with each of these
- ✓ Gain a strong foundation in learning and development theory, as well as an awareness of current state of the art learning practices within organisations
- ✓ Know and understand a range of approaches to learning and development, which together form an essential toolkit for managing learning at any level
- ✓ Apply all the material to themselves and practice using key learning tools such as learning sets, learning contracts, personal development plans, action learning, etc...

2. Our Consultant Network

Our network of experienced Facilitators, Trainers and Consultant specialise in behavioural skills for effective Managers and Leaders, whilst also providing HR specialist expertise in Performance Management such as Effective 360 Degree Feedback programmes, Competency Framework Mapping and Appraisal Process Design.

Our network of expertise understand the importance of learning through experience and facilitate all learning event participants so that they own their learning and development, through the principles of Peer and Self-Directed Learning.

Our network have provided lasting results within the client organisations they have worked with and made a positive difference to the learning experience of participants, for both the benefit of the individual and the organisations as a whole.

Leading business strategists state that successful future leaders are strong people leaders as well as business leaders. 'For Leadership positions, emotional intelligence competencies account for 85% of what sets outstanding managers apart from the average.' (Daniel Goleman, Working with Emotional Intelligence)

2.1 Sample Trainer and Consultant Profiles

Simon is an organisational coach and trainer.

- 20 years consulting and coaching experience
- Leadership and Maturity Framework Certified Practitioner
- Master Practitioner in Neuro-Linguistic Programming (PPD)
- Diploma in Change Agent Skills and Strategies (University of Surrey).

Clients include:

Abbey National, GlaxoSmithKline, Kimberly-Clark, Microsoft, Morgan Stanley, PPP, Roche, Rolls-Royce, Viridian.

Sample Trainer and Consultant Profiles (Continued)

Jan heads a specialist consultancy devoted to bringing leading edge learning methods into business and has 25 years experience as a line manager, director and coach.

- MSc in Change Management
- Course tutor for the Surrey University MSc in Change Agent Skills and Strategies.
- Jan is a teachers' teacher and a consultant to other consultants.

Clients include:

Police Force Northern Ireland, South Western Electricity Board, Oxfordshire, Health Authority, British Airways, Automobile Association, London Stock Exchange, British Gas, Shell Direct, Volvo Cars, Arcadia, GlaxoSmithKline, Croyden College and British Telecomm.

Elaina is a results oriented professional with extensive knowledge and over 15 years experience in training and development in the context of organisational change.

- Change Agent
- Performance Improvement Specialist
- Training and Development Consultant.

As a business consultant, Elaina has built up an excellent reputation for designing and delivering high impact performance improvement programmes and supporting business leaders and managers to maximise the potential of their people.

Clients include:

Hertfordshire Police, Department of Work and Pensions, Royal Mail, Prudential, EDF Energy, British Telecom, Shell Oil UK, Abbey National and Egg.

Sample Trainer and Consultant Profiles (Continued)

Aubyn is a Strategic and Organisational Consultant, Facilitator and Educator.

- MSc in Change Agent Skills and Strategies (Surrey University)
- BSc Economics and PGCE (Primary)
- 20 years Management Consulting experience
- Spiral Dynamics Certified Practitioner
- Neuro-Linguistic Programming Certified Practitioner (NPLU)
- Course tutor for the Surrey University MSc in Management Consultancy
- 4 years training and supervision with the Institute of Psychosynthesis

Aubyn helps organisations bring about transformational change by working with senior teams to address strategic and organisational issues. He draws upon his skills and experience as a strategic consultant, change agent, facilitator and coach according to the particular needs and situations of his clients. He has applied his core expertise in strategy, leadership, change, learning and development to a variety of organisations in the commercial, education, government and voluntary sectors.

Clients include:

AA, Abbey, British-American Insurance, Cellnet, DfES, Digital, European Union, IBM, ICL, Lloyds TSB, Oracle, Mercedes, T-Mobile, TNT and others.

Continuous Learning Events

Involve Group Ltd offers organisations an extensive network of over 60 Consultants, Trainers and Facilitators. Our network consists of specialists and leaders in their fields through continually updating and researching educational models and concepts to support human potential.

3. Our Peer Learning Approach

3.1 Overview

Peer Learning is an excellent way to assist learners to take responsibility for their own development and to evolve helpful relationships with other participants, thus creating a learning environment or culture. It does however, require that standards of excellence in learning terms are set for them, providing clear parameters within which they can manage themselves. This can be ensured through the provision of a Learning Group Supervisor.

Members in a group are considered to be peers because each member is equal in the process of helping themselves and others to share ongoing support, feedback, materials and accountability to achieve objectives. Peers can identify their areas of development, including setting their own learning aims, methods and means to evaluation. Thus, forms of Peer Learning can set the foundation for very successful self-directed and continuous learning in the workplace.

Learning groups are typically small in size (6-10 members) and are drawn from the events that they have jointly attended. Groups can be selected from different levels and areas of the organisation to enhance the cross-fertilisation of ideas. Often some of the best solutions will come from people who aren't operating within the same historical ways of thinking.

The group use a standard agenda and meet for a set period (approx 2 hours) at least once a month, for a period of between 2-6 months, depending on the topic. Involve would assign qualified Supervisors to facilitate these group meetings.

3.2 An Example of a Peer Learning Group Structure

1. Before leaving a learning event, the Groups are confirmed and participants agree what they will continue to work on together as a Self and Peer Learning Group (PLG).
2. The group meet to decide what areas they chose to work on and what criteria they will use to support themselves.
3. Each PLG member presents their learning area and requests the help or support they need from the others. They put on record what they intend to do, how they intend to do it, what resources are needed, by when they will do it and how they will know when they have completed their objective.
4. PLG members check their intentions for achievability, difficulty and reasonableness etc. The group decides, with the individual, what a good quality outcome would be like and what criteria could be used to measure this.
5. The individuals monitors their own progress and tracks changes as a result of their work. They then make changes based on their monitoring activities until they are satisfied with the quality of their work.
6. The individual presents the outcome of their developmental task to his/her Peers who ask challenging/clarifying questions and offer their positive impressions.
7. The individual and the PLG decide whether the work is finished to standard. If it is not, suggestions are made for changes and timelines are agreed.
8. Once the learning is complete the PLG 'signs off' the individual's work.
9. The PLG Supervisor can report back to your organisation key learning outcomes and results in order to ensure key findings are fed back into the organisation. These can inform other departments, further learning event topics and general ROI reporting. Please note though that anonymity is recommended, unless otherwise agreed.

*PLG structure may vary depending on the organisations culture

3.3 Key Benefits of Peer Group Learning

- ✓ Maximise the value of learning events through enhanced individual and team performance
- ✓ Facilitate the integration of individual learning outcomes with the application of learning within the workplace
- ✓ Gain additional learning from peers experience and provide structured support within the organisational context
- ✓ Build an internal culture of continuous learning by providing a framework that can be applied in other situations
- ✓ Supports self-directed learning, as participants select specific areas from the learning event in order to further develop their skills in practice
- ✓ Enhances participants skills as both a learner and a facilitator, as each member of the peer group both give and receive support to each of their group members.
- ✓ The learning and assessments can inform and integrate with the organisations overall performance management processes such as appraisals etc
- ✓ Peter Senge, in his seminal book, *The Fifth Discipline* (Doubleday, 1990), points out that adults learn best when they are 1) working on current, real-life challenges and 2) exchanging feedback with others in similar situations. Various forms of peer learning, especially when applied to real-life challenges, provide ideal conditions for adult learning.
- ✓ Peer learning programs can be used to make traditional forms of training and development much more powerful. Rather than one-shot sessions in which experts talk at participants, Peer Learning programs encourage peers to share feedback, materials and support among themselves.
- ✓ Our research indicates that Peer Learning activities typically result in: (a) team-building spirit and more supportive relationships; (b) greater psychological well-being, social competence, communication skills and self-esteem; and (c) higher achievement and greater productivity in terms of enhanced learning outcomes.

4. Why Involve?

Our Services

- ✓ We deliver tangible business benefits to organisations seeking to improve the effectiveness of their people
- ✓ We are able to provide a dedicated, personalised service to our selected clients, enabling us to deliver to the highest of standards in our industry

Our Expertise

- ✓ Involve has in-depth industry expertise in People Development through providing highly specialised solutions in our core areas of expertise.
- ✓ Our expertise in change management and facilitation provides additional support and know-how to clients who work with us
- ✓ Our Consultants, Facilitators and Trainers provide solutions to blue chip organisations and have experience collaborating with the top 5 global consultancies

Our Accessibility

- ✓ The Involve team are highly accessible and focused on the quality of delivery.
- ✓ When you work with us, you will have a dedicated Account Director who will ensure delivery is of the highest standard and be on hand to provide advice and support

Our Dedication

- ✓ We pride ourselves in our level of commitment, dedication and care that exceeds many of the capabilities of larger competitors.

5. Contact Details

For more information on our Leadership Events and pricing structures please contact me directly on the details below:

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