

Leadership essentials

A series of workshops to strengthen professionals' capabilities to lead and manage teams effectively



Creating the essential leadership skills to drive your firm forward

To compete effectively in a crowded advisory market, professional services firms are looking to create a high performance culture. This comprises highly motivated and engaged individuals and teams, who will deliver outstanding results that will help them stand out from the competition.

Good leadership and management capabilities have subsequently never been so important to retain and inspire high performing individuals. Good leadership requires skill, yet the development of these vital skills is often left to chance. In many cases we've seen professionals literally being 'thrown in at the deep end', upon being promoted to a leadership or managerial role, and simply expected to swim successfully.

In this Leadership Essentials series, we have devised 5 highly practical workshops, which share best practice and proven leadership and management approaches of successful firms.

Workshop 1	Workshop 2	Workshop 3	Workshop 4	Workshop 5
Defining your leadership style	Leading, delegating, and motivating others	Becoming more resilient	Coaching others	Conducting successful appraisals
– how to define who you are as a leader and draw on your strengths to lead successfully	– how to get the best out of people in the way you lead, delegate and give feedback	– how to help yourself and your team perform well under pressure and bounce back from any set-backs	– how to coach people to motivate and support them to do their jobs to a high standard	– how to prepare and manage the appraisal discussion to bring positive outcomes for both the firm and the individual
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We also help firms in the area of team building and one-to-one coaching on leadership issues – see page 6

Duration and location

Workshops vary from a half day to a full day's programme, depending on the topic. They are designed for groups of up to 20 delegates at their firm's premises or another venue of their choice.

Guide to investment

Each workshop is bespoke to the team involved through an up-front discussion on areas of greatest focus. Your investment is £1400+ VAT per half day workshop and £2800+ VAT for a full day workshop, plus out of pocket expenses.

Programme leaders

The workshops are led by **Maria Antoniou** of The Results Consultancy.



Maria is a dynamic and highly experienced organisational development specialist and accredited executive coach. She has a wealth of experience in management and leadership development spanning over a 17 year career in senior leadership development roles in professional services, public and charity sectors

For more information

If you would like to learn more about our **Leadership Essentials** series and how the workshops can enhance the effectiveness and performance of your firm's people, please call me on tel **+44 (0) 20 7488 4419** or email me at **john.timperley@winningbusiness.net**

Kind regards



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Workshop 1

Defining your leadership style

The leap from a non-managerial role to one with managerial or leadership responsibilities can be daunting for any professional. Often they are given little guidance and, instead, are left to draw on their experiences of being managed or led to formulate their own leadership style going forward.

This can often lead to 'bad habits' forming and stepping into the shoes of someone else's leadership style. When leaders lead from a place of authenticity they are more likely to inspire, motivate and engage their teams, leading to better quality results, efficiency and greater productivity.

This half day workshop focuses on supporting new leaders or experienced leaders who would benefit from reviewing their leadership style. It focuses on who they are as leaders and what they can offer based on their areas of strength and energy.

The workshop covers

- What leadership means to you
- The differences between management and leadership
- The importance of Emotional Intelligence in leadership

Using our Strengthscope diagnostic:

- What are your strengths, which do you use often (and why) and which will now help you to be a successful leader
- The strengths that have a tendency of going into overdrive to become a weaknesses
- What others say about your strengths and how you use this to become a more effective leader

What you will gain

1. A deeper knowledge of the role of a leader and manager
2. An understanding of your unique leadership DNA – an insight of your strengths which could aid or hinder your effectiveness
3. Guidance on how to embed your leadership style
4. Top tips on how effective leaders operate and how to achieve their energy and motivation to be great leaders

Workshop 2

Leading, delegating, and motivating people

In recent years more people management and leadership responsibilities have been placed on individual professionals – often those with significant fee generation responsibilities too. This expectation rests alongside their additional client work duties and the need to make themselves increasingly available to external and internal stakeholders.

Such a 'juggling act' means that professionals sometimes aren't able to lead and manage as effectively as they should – particularly if they haven't been trained in the related skills and strategies.

The outcome is that leaders spend more time than is needed resolving management type issues, which distracts from revenue generation. The key is to build motivated, engaged and high performing teams who will deliver results.

This practical one-day workshop builds a solid bedrock of best practice leadership and management capabilities, which professionals can draw on quickly and effectively in their everyday work.

The workshop covers

- High performance – what is it and how do you embed high performance?
- Motivating individuals in your team - using our Strengthscope tool to understand what energises each individual in your team and what drains them of their energy
- Practical techniques that can be used to motivate and inspire people in your team – including the impact your leadership style can have on this
- The importance of delegation and what gets in the way
- Best practice delegation principles and approaches – including how to monitor progress and deal effectively with common issues without demotivating individuals
- How to deliver feedback effectively – using a robust feedback model
- Practical application of the feedback model using real life examples

What you will gain

1. An understanding of what high performance is and the role you play as a leader in embedding high performance in your team
2. A deeper knowledge of the strengths profile of your team – what will motivate and demotivate them
3. Practical tips on how to inspire your team to work successfully and effectively
4. A greater understanding of the profile of your team to ascertain what tasks / projects should be delegated to each individual to get the best out of them
5. Practical tips on how best to communicate delegated tasks
6. An understanding of common strategies to employ with issues stemming from delegated tasks
7. Insight and practice on a feedback model which can be used directly following the programme

Workshop 3

Becoming more resilient

Business always presents moments of highs and lows - it is inherent in its nature. Successful professionals learn how to bounce back from difficult situations to further strengthen and improve their approach going forward. Key to doing this effectively is to build resilience so you can bounce back quickly and without your emotional and physical resources being depleted.

Working under pressure is often the norm rather than the exception nowadays, but also requires resilience and an effective approach to support professionals to continue to be effective throughout times of difficulty.

This half day session is designed to help leaders and managers become more resilient. It also guides them how to nurture that resilience in the professionals they lead and manage.

The workshop covers

- What is resilience and why is it important
- Tapping into existing resources and past moments of 'resilience'
- Developing a growth mind-set to become more resilient
- Defining areas of strength to combat set-backs and develop coping strategies
- Devising a blueprint of how you will be resilient going forwards – what strengths you will use and what pitfalls you will avoid
- Defining how you can support your team to build on their existing resilience

What you will gain

1. A deeper knowledge of the key ingredients for resilience
2. An understanding of what makes you resilient and how you can use this knowledge going forwards
3. Strategies and tactics for coping with set-backs and periods of intense pressure... and converting opportunities and positive results from these
4. Developing a clear practical plan of what you will do the same/differently going forwards to build on your resilience
5. A clear understanding and practical application of how you can support your team to become more resilient

Workshop 4

Coaching others

Many professionals have found that employing a coaching approach greatly helps them in motivating and supporting their team to improve its overall performance. Not only does it help team members to achieve targeted results, but it gives them the motivation and energy to do so quickly and effectively.

This one day programme will help managers understand how they can use coaching in their discussions with their teams. It will give them practical coaching techniques to use in their everyday work.

There is also an experiential-based learning option with this workshop where the delegate can attend a further three sessions with an experienced coach. This enables them to experience for themselves the power of coaching and how they might apply it.

The workshop covers

- What is coaching and ways in which a coaching approach can make a difference
- Understanding coaching principles and the GROW model
- Active listening – how to uncover what is really being said
- Powerful questioning – probing techniques to get to the real issue
- Empathy – stepping into the shoes of the other person to find the best path forward
- Aligning the process to goals and outcomes

What you will gain

1. A deeper knowledge of when and how to use coaching as a management tool
2. Active listening techniques
3. Insight and practice on questioning techniques which will help your coaching approach
4. An understanding of how to help your team member define and work successfully towards achievable goals and outcomes
5. Practice sessions to apply skills and learn from the experience

Workshop 5

Conducting successful appraisals

Appraisals are now widely used across professional services to help improve employee performance as well as recognise and reward success. They play a major part in motivating an individual to perform effectively going forwards and, as a result, need to be run and handled well.

This practical half-day workshop guides professionals on best practice appraisal techniques which, when employed, can help to inspire and motivate team members to be more effective and successful in their work. It also covers aspects such as how best to give feedback.

The workshop covers

- Preparing for the appraisal discussion – to ensure it runs smoothly with clear outcomes
- Selecting the right feedback format for the individual concerned
- Managing the appraisal discussion – different language styles and feedback approaches
- Using the Transactional Analysis model to understand how messages are received and to improve responses to feedback
- Establishing the way forward – objective setting to motivate and engage the individual
- Defining next steps and support with the individual to help them achieve the goals they've established

What you will gain

1. Greater understanding of how best to prepare for an appraisal discussion
2. Insight and practice in successful appraising techniques
3. Greater confidence in selecting the right feedback route for the individual, and delivering it effectively
4. Insight and practice on questioning and listening techniques which will help your appraisal approach
5. Guidance on establishing achievable and realistic goals for an individual to focus on

A session can also be run to help appraisees prepare and get the most of their appraisal discussion.

Other leadership support areas

Team building

Recent bespoke team-building sessions have included:

- Bringing newly formed teams together to give them direction and focus
- Helping teams to work more closely together to deliver results
- Supporting teams to communicate better
- Helping teams, who are in conflict, to find positive ways of dealing with the conflict and working together in a more productive way

Our team-building activities draw on our Strengthscope diagnostic. This helps to identify and build on individual and team-wide strengths.

These sessions are highly practical and creative in the way they support teams to become more effective and successful together.

Coaching

Recent coaching assignments have focused on enabling:

- Managers to manage more effectively
- Individuals to overcome difficult situations
- Individuals to better manage business relationships
- Individuals to improve their personal impact / confidence
- Individuals to prepare more effectively for presentations
- Individuals to undertake successful transitions to new roles
- Individuals to plan and prepare for the next career move



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