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LEADING & DEVELOPING HIGH PERFORMANCE

Challenging

Stretching

Business Focussed

Career / Life changing

In-house Programme For Leaders

Partnering to deliver: Employer Branding, Development Centres, Leadership & Management Development, Exec Coaching, ILM Accredited Coaching, Change, Assessment, Psychometrics, Career Review, Outplacement & Career Transition, 360 Feedback, Engagement – Wellness – Resilience Facilitation.

hda is a shareholder in and founder member of CareerNet International (CNI), a network of career transition management and outplacement firms across Europe, North America, South America, Asia and Australasia.



We take your leaders on a path from transactional to transformational leadership...

Where transformational leaders are able to inspire followers to change expectations, perceptions and motivations to work towards common goals.

It equips modern-day leaders with the mindset, skills and practical tools to create high performance in their organisations.

WHAT IS HIGH PERFORMANCE LEADERSHIP?

There is much discussion over what constitutes 'management' and 'leadership', often as though they are mutually exclusive. For us, management is about 'doing things right' whereas leadership is about 'doing the right things'.

We recognise in today's environment the traditional process/skill of managers of planning, organising, directing and controlling simply isn't enough. Instead you need leaders who can cause high performance to happen – and they do this by having the right mindset, having the right skills and following the four-step leadership process.

Our programme draws on research of what effective leaders, across a variety of industries, actually do to create high performance within their organisations.

We share the successful methods of enabling people to meet organisational needs and work within the context of today's rapidly changing world.

4 STEP LEADERSHIP MODEL - HOW DOES IT WORK?

Other leadership programmes may provide you with the skills for improved leadership, but they don't tell you where to start, or what to do if things start to go wrong. The four step process does exactly that. Each of the steps contains a number of competencies and actions to be completed before proceeding to the next stage. It is also the process by which you go from transactional 'management' to transformational 'leadership'

The best practice of highly effective leaders has been 'bottled' and is ready to share with your organisation.

We help you understand yourself and develop the mindset of high performing leaders, developing and honing your skills along the way.

By committing to this particular approach and working to our 4-step process, consistently and systematically, you, too, will become a highly effective leader.



4 Step Leadership Model



We make accessible what top leaders actually do by linking together behavioural models, which reflect best practice, into overall process

WHO DOES IT WORK FOR?

The programme is suitable for people at all levels. It works for anyone in a leadership or influencing role. For senior or middle managers who want to fine tune their skills or cope well with a new set of circumstances.

It works for new managers who need a track to run on as they become responsible for the performance of others for the first time.

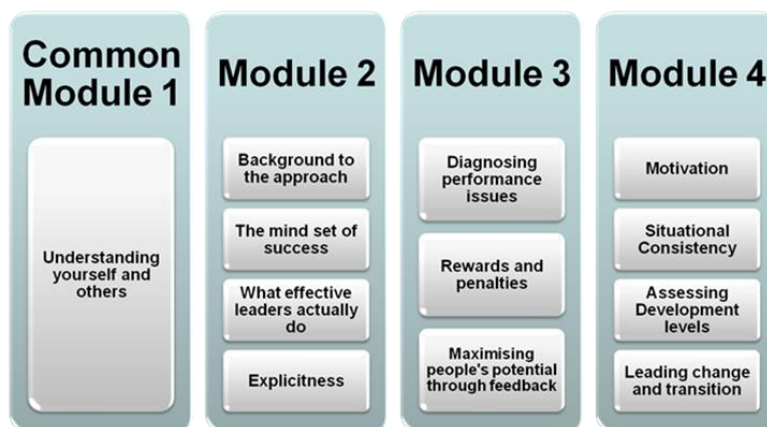
We mould the programme to best 'fit' individual needs and requirements. We do this by using a range of questionnaires to help identify development needs and then focusing each programme around the needs identified.

Even in mixed skill groups we find people benefit hugely through (1) the self-reflection exercises and (2) the ability to teach/learn from others in the room.

Whatever your experience this programme will benefit.

HOW IS IT APPLIED IN WORK?

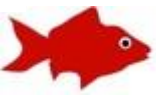
Using the mindset and approach of a high performance leader means that you will create situations, rather than react to them, through your own personal vision, energy and transformational skills. You will make an observable difference.



Programme overview. Many clients include coaching sets to support their delegates imbed behaviours and methods.

TYPICALLY WHAT PEOPLE BENEFITS ARE SEEN?

- Increased confidence in your own leadership abilities
- Become a highly effective leader by developing the mindset and using the process of High Performance Leadership
- Increase self-awareness and understanding of others to tap into their potential
- Create an environment where people can thrive and achieve great results
- Delight in the success of your team members and know, confidently, that you can grow others to replace them



Our programme is easily understood and applied. It connects with people's own practical experience

TYPICALLY WHAT TEAM BENEFITS ARE SEEN?

- Consistent, effective and developmental leadership
- Be part of a high performing team – achieving your aims in a positive environment
- Work as a partnership – demonstrating high esteem, mutual respect and understanding between team members and their leader.
- Team members feel confident about themselves and their contribution

These changes are achieved because your people transition from a leadership style that may be too supportive, too challenging or inconsistent, flipping between the two, depending on circumstance. Often struggling to cope with situations.

To a situation where the leader creates an environment where high achievement and quality output, through the purposeful use of energy is achieved. There is a meaning in the work people do and any challenges are met with vigour.

COURSE DESCRIPTION

LEADING AND DEVELOPING HIGH PERFORMANCE

With this programme you will discover:

- The underlying mindset of effective leaders – what it is and how to develop it?
- The four-step process of leadership – what leads to effective delegation, an increased level of responsibility taken by the team, and higher levels of performance?
- The skills of leadership – in particular focusing on those skills not usually included leadership programmes but which are essential
- The different leadership styles – which is the most effective style in which situation, and which is your preferred style?
- How to lead effectively through change

Throughout the programme we will use the information contained in your Insights Discovery profile and show how your preferences for working and communicating with others impact on your leadership effectiveness.

MODULE 1 – SELF AWARENESS

Understanding Yourself and Others

Objectives:

- To understand the Insights Discovery® personality tool and model
- To identify personal preferences and their likely impact on leadership style and personal success
- To understand own strengths and weaknesses
- To learn how to adapt and connect to different personality types for maximum benefit
- To provide a solid foundation to the programme

Action Planning

Develop/add to personal action plan.

Delivery method:

Workshop – one day

MODULE 2 – MINDSET AND EXPLICITNESS

Review Against Objectives

Recap on prior learning and identify how it has been applied

Background To The Approach	The Mindset of Success	What Motivational Leaders Actually Do	Explicitness: The Under-emphasised Skill
<p>Objectives:</p> <ul style="list-style-type: none"> • To appreciate the legitimacy of the background to the programme • To understand the changing context in which we work and live and align thinking and approach accordingly • To acknowledge the principles of the leader/developer as opposed to 'mere management' 	<p>Objectives:</p> <ul style="list-style-type: none"> • To understand the importance of the High Challenge-High Support central mindset • To recognise the reinforcing concepts and attitudes for success • To assess own attitudes against the mindset through a thorough evaluation of Underlying Beliefs self assessment questionnaire and (optionally) 360 feedback. 	<p>Objectives:</p> <ul style="list-style-type: none"> • To appreciate the Process and Competencies for high performance leader/developers and the rigour with which they have to be mastered and applied • To develop understanding through evaluation of own skills using Process Skills self assessment questionnaire and (optionally) 360 feedback. • To consider further evidence where necessary by completing the Competencies self evaluation. 	<p>Objectives:</p> <ul style="list-style-type: none"> • To be able to define performance in unambiguous behavioural terms • To recognise the reasons for, and to practise being, explicit • To develop consciousness of the Onion Model and the areas where the leader/developer has the right to influence others
<p>Action planning Develop/add to personal action plan</p>			
<p>Delivery method: Workshop – one day</p>			

MODULE 3 – PERFORMANCE, REWARDS AND FEEDBACK

Review Against Objectives

Recap on prior learning and identify how it has been applied

Diagnosing Performance Issues: Why People Behave As They Do

Objectives:

- To appreciate the concept and process of managing performance on a daily basis
- To appreciate that the first step in solving people performance problems is to diagnose the problem accurately
- To acknowledge and adopt the principle of "What gets rewarded gets done"
- To understand the root causes of performance issues

Rewards and Penalties

Objectives:

- To establish the wealth and breadth of rewards and penalties available for use by the leader/developer in reinforcing and shaping performance
- To recognise and distinguish the difference between extrinsic and intrinsic rewards
- To understand the importance of 'recognition' given as a reward
- To practise using conditional and unconditional positive and negative recognition

Maximising People's Potential Through Feedback:

1: The Feedback Principle

Objectives:

- To establish the power and benefits of accurate, well given feedback
- To recognise links with the process of little and often, catch someone doing something right, and continuous improvement
- To reinforce the connection between feedback – positive and negative – and the reward of recognition

2: The Skills of Assertion

Objectives:

- To understand the scale of Assertion, Aggression and Non-assertion
- To be equipped with a simple, highly focused way of behaving assertively
- To transfer the skills of giving feedback assertively with the overall principles of positive regard and genuineness

3. The Skills of Productive Feedback

Objectives:

- To practise and enhance the will to and the skills of giving both positive and negative feedback
- To gain clarity regarding the difference between technical feedback and reprimands
- To recognise why people sometimes don't hear praise or criticism

Action planning

Develop/add to personal action plan

Delivery method:

Workshop – one day

The purpose of Leading & Developing High Performance is not to promote the latest 'theory'. Nor is it a prescription for universal panacea. Rather it shares & develops successful methods in your people to meet the needs of the times.

MODULE 4 – MOTIVATION, LEADERSHIP STYLE AND CHANGE

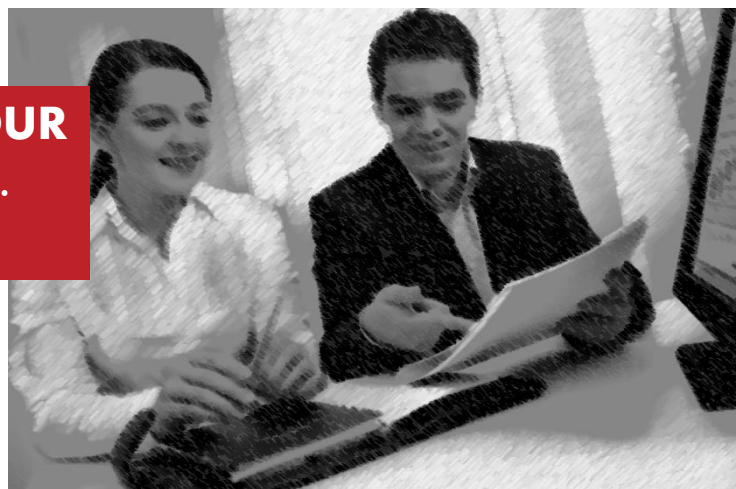
Review Against Objectives

Recap on prior learning and identify how it has been applied

Motivation	Situational Consistency	Assessing Development Levels	Leading change and transition
<p>Objectives:</p> <ul style="list-style-type: none"> • To understand why people do the job they do - using Motivational Maps® • To get the most out of team members whilst giving them greater job satisfaction • To understand the theories behind motivation and their practical applications • To apply good motivational techniques • To gain an understanding of how to motivate in an uncertain environment • To understand how to motivate oneself by acting positively 	<p>Objectives:</p> <ul style="list-style-type: none"> • To understand the concept of situational consistency and its application • To recognise the 4 development stages and that individuals may be at different levels for different tasks • To review own style through analysis of Situational Consistency self assessment questionnaire • To develop effective use of styles 	<p>Objectives:</p> <ul style="list-style-type: none"> • To match leadership style with development level of the learner for different tasks • To practise using tools to accurately assess development levels • To understand that situational consistency allows team members to know what to expect 	<p>Objectives:</p> <ul style="list-style-type: none"> • To use the principles learnt to prepare people for inevitable change • To develop understanding of how to manage step-change well • To recognise and practise the actions required during the stages of the Transition Curve • To review own readiness for change • To develop an action plan to prepare and manage change and transition well
<p>Action planning Develop/add to personal action plan</p>			
<p>Delivery method: Workshop – one day</p>			

The approach is readily available and can be learned by all; it does not need charismatic heroes to fulfil it. It does require, however, a set of competencies which are not presently widely taught.

OUR PROGRAMMES MAKE YOUR PEOPLE THE BEST THEY CAN BE. WE'VE DONE IT FOR OTHERS



We partner with organisations including many of the largest and most successful organisations in the world, as well as to the public sector and SMEs. We develop long-term relationships with the organisations with which we work, delivering a broad range of human capital consultancy projects and services throughout the full employment life cycle.

A quality accredited HR / Learning & development solutions provider operating across all sectors for over 30 years

Our mission is – helping employees:

Perform better in their current role (principally: assessment for development, coaching, blended learning solutions)

Fit better within their organisation (principally: assessment for redeployment, staff engagement / EVP consultancy, surveys and focus groups)

Transition successfully into a new role (principally: career transition support for onboarding, re-deployment, outplacement and retirement)

We work across the UK and internationally. Organisations work with us because of our blended offering, our established international network, our client relationship flexibility and our uncompromising outcomes-focused approach to everything we do.