

This course focuses on the importance of creating and setting clear direction and an organisational culture of buy-in and commitment. The demands on senior leadership and the pressure to make the 'right' decisions are explored. Focus on the higher value skills of leadership gives delegates the opportunity to assess their own values, attitude, and natural leadership style and how they can adapt it to get the best from different business units, people, and situations. The material helps managers to understand how the environment they create affects their ability to motivate people to achieve their organisation's (or department's) goals. It looks at how to consider day-to-day interactions such as giving feedback in such a way as to generate the desired behaviours.

For all dates and venues, see [here](#) or call **0800 619 1230**

This course can be taken individually or as part of an Impellus Certificate of Learning in Organisational Management and Leadership at Level 5.

DAY ONE

9:30 – 10:00	Welcome, overview and introduction to the programme	
10:00 – 11:15 <i>Thinking like a Director</i>	<ul style="list-style-type: none">• Thinking like a director – the commonalities of success.• Understanding the definitions and context of leadership and management.	<ul style="list-style-type: none">• Placing a value on the balance between leadership and management across an organisation.
	<i>The initial session begins with a look at the mindset of directors and what they do to be successful. Delegates then contemplate the 'right' balance between leadership and management and its impact on the performance of their organisation now and into the future. It looks at how a leader's balance between the two affects organisational culture and how this can impact motivation, team working and – ultimately – achievement of goals.</i>	
11:15 – 11:30	Break	
11:30 – 13:00 <i>Solving problems in a changing world</i>	<ul style="list-style-type: none">• Understanding the lifecycle of a business.• VUCA – an uncertain world.	<ul style="list-style-type: none">• Thinking like a leader and applying the right problem-solving techniques.
	<i>The second session begins looking at the lifecycle of a business and the demands of each stage. Delegates then explore a new way of thinking through problems and challenges in a rapidly changing and increasingly more uncertain world, applying theory to real life scenarios.</i>	
13:00 – 14:00	Lunch	
14:00 – 15:15 <i>Setting clear direction</i>	<ul style="list-style-type: none">• Successful strategy development through vision setting.• Identifying the dysfunctions within an organisation.	<ul style="list-style-type: none">• Planning for success by mitigating dysfunctions.
	<i>During this session, delegates understand the importance of setting a compelling vision for the organisation and then explore the inherent dysfunctions in their own organisations and teams and consider what can be done to limit their impact upon achievement of the vision.</i>	
15:15 – 15:30	Break	
15:30 – 16:30 <i>Creating a meaningful vision for the team</i>	<ul style="list-style-type: none">• Starting with the end in mind – achieving the vision through your people, processes, and products.• V2MOM – a fresh approach.	<ul style="list-style-type: none">• Effective storytelling for your organisation.
	<i>During the final session of the day, delegates create a vision for the team before exploring the impact of powerful storytelling in aligning an organisation and its people. The day concludes reflecting on any actions that have been uncovered and how they will help achieve the vision.</i>	

DAY TWO

9:15 – 9:30	Welcome	
9:30 – 11:15 <i>Gaining buy-in and commitment</i>	<ul style="list-style-type: none">• Review of day one – reflections and learning.• Leading through change to create success.	<ul style="list-style-type: none">• Personal values and their impact on style and behaviour.• Self-awareness – the importance of emotional intelligence on leadership impact.
	<i>The day begins by reflecting on day one before understanding the emotional journey that staff will go through when experiencing change. Focus then turns to how a leader's own values, beliefs and behaviours and their level of self-awareness needs to be clearly understood and communicated. Finally, delegates measure their own emotional intelligence levels and identify areas for development.</i>	
11:15 – 11:30	Break	
11:30 – 13:00 <i>Leadership attitude and style flexibility</i>	<ul style="list-style-type: none">• The overarching attitude for success.• Leadership style flexibility and effectiveness.	<ul style="list-style-type: none">• Establishing the right leadership style to adopt for your team at the right time.
	<i>The 'attitude for success' model draws on the theories of transactional analysis to help identify behaviours that affect performance, cause friction amongst teams and reduce buy-in. Delegates then assess their own leadership strengths, apply a leadership styles model to their own behavioural preferences to see where greater performance can be achieved from their teams and across their organisation.</i>	
13:00 – 14:00	Lunch	
14:00 – 15:15 <i>Creating a culture of motivation</i>	<ul style="list-style-type: none">• Understanding motivation, its link to productivity and the actions needed to achieve it.• Identifying and pushing motivational hot buttons.	<ul style="list-style-type: none">• How to use a structured approach to deliver impactful and motivational feedback.
	<i>In this session, motivational theory is explored to establish how staff can be motivated and empowered to produce better results, and how leaders can identify an individual's 'hot button' for motivation. Time is then spent understanding how to deliver feedback in a way which provides clarity and enhances drive and motivation.</i>	
15:15 – 15:30	Break	
15:30 – 16:30 <i>How do you want to be seen as a leader?</i>	<ul style="list-style-type: none">• Committing to the behaviours and measures that will build your leadership legacy.	<ul style="list-style-type: none">• Polishing your personal vision.• Bringing it together and action planning.
	<i>In the final session, delegates complete their behavioural action plan to enable them to lead by example more consistently. The course closes with delegates planning out the steps they will take to improve their own performance as well as that of the organisation.</i>	

All Impellus courses are designed to be enjoyable and highly informative. Delegates are given a welcoming and comfortable environment in which to reflect, challenge and learn. The focus is on being able to bring new skills and thinking back into the workplace.