

High Impact Leadership: Expanding Your Influence to Achieve Results - 3 Days

Course 909 Overview

You Will Learn How To

- Lead and manage teams for positive organisational outcomes
- Successfully navigate organisational politics to achieve business results
- Implement strategy to strengthen your team's competitive advantage
- Enable effective decision making in challenging situations
- Extend business alliances and proactively facilitate change across your organisation
- Focus on individual and team strengths to enhance talent capability and performance

Course Benefits

In today's world of continuous externally and internally driven change, organisations rely on middle managers to execute strong visioning, influencing and engagement skills to keep their teams productive and results-focused. In this course, you gain practical knowledge, skills and political savvy to become more effective at implementing strategy, building networks and alliances, and leading teams through various types of change.

Who Should Attend

Experienced or middle managers and team managers who wish to enhance their leadership abilities to drive results while enhancing team performance and productivity.

RealityPlus™

In an immersive environment, you participate in a thought-provoking case study, as well as individual and group activities, to apply leadership tools, techniques and strategies. Activities include:

- Determining your leadership and influence strengths
- Assessing your ability to thrive in a political environment
- Turning your department's strengths and weaknesses into a competitive advantage
- Measuring and monitoring performance results
- Profiling your decision-making style
- Building alliances and social networks
- Applying a strategic change model
- Promoting individual and team strengths
- Overcoming resistance to change
- Storytelling to appreciate generational differences
- Customising a leadership personal action plan for individual growth

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Course 909 Outline

The Role at the Middle

- Defining the middle
- The scope of the middle management role
- The voice of experience
- Assessing your ability to achieve results through others

Politics with Integrity

Organisational culture

- Demystifying your organisation's culture
- Appreciating political dynamics to increase organisational awareness
- Politics and emotional intelligence
- Recognising the politics in internal processes and relationships
- Valuing different perspectives

Politics: the art of getting things done

- Politics and ethics
- Assessing the political landscape
- Power and relationships: developing your power base
- Inspiring others in your network to take action
- Promoting a culture of trust and credibility

Linking Strategy to Action

Implementing a strategic direction

- Balancing strategic planning with implementation
- Middle managers as strategy ambassadors and activists
- Identifying department strengths, weaknesses and competitive advantage
- Scanning the business environment

Translating strategy into measurable outcomes

- Ensuring people get and stay focused on the right results
- Building momentum using measures and milestones
- Communicating results up and down the hierarchy

Making Tough Decisions

What makes a decision challenging

- Dealing with the unknown
- Decision making as an emotional process
- Recognising cognitive and personal biases
- Exercising good judgement when making ethical decisions

Decision-making styles

- Identifying your own style
- Flexing your style to gain buy-in and support

Applying a decision-making model

- Employing a step-by-step process
- Generating and prioritising options
- Minimising the potential for conflict
- Making appropriate trade-offs

Expanding Your Influence across Your Organisation

Eliminating "silo" thinking

- Defining your circle of influence
- Gaining support and commitment from others

The power of networking

- Broadening your network through personal and professional connections
- Determining intentional key stakeholders
- Creating alliances to effect positive action
- Identifying pivotal links across the organisation

Fostering Change from the Middle

The challenge of change

- Why change is difficult
- Inspiring action from your team
- Helping people see the need for change

Making change happen

- Implementing approaches throughout the change process that deliver effective results
- Identifying those resistant to change
- Transforming resistance into cooperative productivity

Engaging and Mobilising Others

Leveraging team performance for strategic results

- Supporting improved individual and team performance
- Eliminating performance barriers
- Fostering ownership, accountability and teamwork in your management team
- Effectively integrating new team members

Harnessing individual strengths

- Motivating others through a shared vision
- Aligning individual purpose with organisational goals
- Promoting individual talents and skills

Orchestrating cross-generational understanding

- Respecting different values and approaches
- Deciphering and interpreting style differences

- Storytelling as a leadership communication tool