

Masterclasses from Leadenhall Consulting

Leadenhall Consulting runs a range of Masterclasses either on a one day, half day or bite size basis. Our consultants have considerable senior experience in international business and with Masters level qualifications or above. While some of the content will be familiar, much will include new perspectives, but the important differentiator is that the material is delivered by people with experience who bring the subjects to life. Although we have developed our own material, we do not use a standard slide pack; we adapt and tailor our material to the clients needs.

More details can be found at our website at www.leadenhallconsulting.com

Masterclass Synopses

'Navigating the Organisation' – *developing organisational awareness*

Organisational politics has a bad name in business but as Polly Labarre points out in her book 'The New Face of Office Politics' it is 'simply how power gets worked out on a day to day basis'. This Masterclass looks at how organisations work, what the informal structure might be and how poor organisational awareness can lead to difficulties getting things done effectively. The aim is to reduce negative office politicking and create politically savvy people who act ethically and develop skills in stakeholder management and understand how to make things happen within organisations.

Key Areas Covered:

- The organisation chart – formal and informal power, where do you fit?
- Organisation cultures – understanding the 'way things are done around here'
- Stakeholders, who needs to know, who needs to say yes, who can say no
- Committees and decision making
- Personality clashes – why they happen and what can you do about it?
- Influencing with integrity – enhanced communication skills, networking and building relationships, marketing ideas
- Negotiating within organisations – budgets, resources, direction
- Becoming an ethical player

'You're Hired' – *Recruitment and Selection interviewing*

A mid career professional position may typically have a salary of £50,000 to £75,000 which when national insurance, pensions, benefits and office costs are added on brings a total cost to an organisation of £100,000 per annum. If that person works for the company for just 5 years, the decision to hire is a *half a million pound decision*. Senior positions are multi-million pound investments. Some people spend more time researching which television, laptop or washing machine to buy than they spend on a typical recruitment decision. This Masterclass enables participants to understand the importance of recruitment as an investment decision, the costs of

getting it wrong, the opportunities and benefits of getting it right and how to improve the statistical chance of getting it right by adopting a professional approach.

Key Areas Covered:

- Understanding the recruitment process – how to improve the odds of getting it right
- Finding and attracting talent
- The legal environment and illegal discrimination
- Preparation for interviewing
- Interview techniques
- Other selection tools

'Performance Reviews without Tears' – Appraisal and performance management training

Why is it that many managers and their staff dread the annual performance review process? This Masterclass aims to move managers away from 'box-ticking' and going through the motions on an annual basis to active use of appraisal as part of a broader approach to managing the people that work for them all year round.

Key Areas Covered:

- Performance and motivation
- Why have appraisals?
- What makes a good appraisal meeting, why does this happen so infrequently?
- Core content of appraisals – performance, development, objective setting, feedback
- Preparation
- Feedback, 'grasping the nettle' and active listening
- Pitfalls of appraisal
- Learning and development planning
- The life cycle of performance conversations – creating a feedback culture
- Leadership styles and performance management

'We're supposed to haggle' - Negotiating Skills in business

The word negotiation comes from the Latin expression 'negotiatu' which means 'to carry on business'. Business is negotiation. We negotiate our salaries, we negotiate the work that we do and we negotiate prices, delivery dates, budgets, headcount, quality standards and strategy. Done badly, poorly handled negotiations can lead to lose/lose situations, lost trust, lost business and disgruntled employees. Handled well, long-term partnerships can be formed and win/win situations can be achieved. This Masterclass looks at different negotiating situations, techniques and influencing skills that can lead to effective outcomes which leave both parties satisfied.

Key Areas Covered:

- Why do we negotiate?
- Distributive vs. Integrative negotiation
- BATNA – Best Alternative to Negotiated Agreement
- Preparation and understanding the other side's position
- The process – formal vs. informal, mode of negotiation, structure
- Information and time
- Styles of negotiation – explore models of negotiation
- Relationships and trust
- Communication, confidence and clarity
- Creativity, ideas and alternative options
- Compromise? Walk away point?
- Reaching agreement – finalising and clarifying details

'Lost in Translation' – How to work effectively in an International environment

Whether your organisation is a British firm with international offices or you are working for the UK office of a firm with headquarters in the US, France, Germany, Japan, India or anywhere else – working internationally within global corporations requires cultural awareness, outstanding communication skills and practical skills to deliver projects, manage teams and simply get things done. This Masterclass aims to equip managers and staff, who work in such organisations with additional or enhanced skills and ideas to improve how they work with colleagues that are outside of their home country.

Key Areas Covered:

- Mapping the organisation
- Exposing and exploding myths and stereotypes
- Understanding the cultures of the world
- Practical tips for working across geographies and cultures
- Understanding the impact of our behaviours on others
- Acquiring/enhancing the skills to manage internationally
- Action planning for the return to the workplace

'Life's Rich Tapestry'

The UK in general, and London in particular, has some of the most multi-cultural workforces in the world and this is reflected in the offices and workplaces of firms operating in the UK. The current era is also characterised by significant cultural change and increasing demand for that change. The current gender debate on underrepresentation of women at senior management and board level despite 30 years of legislation on equality is an example of this. The introduction of civil partnerships in the UK has seen increasing openness and acceptance of gay and lesbians within the

workplace compared to previous years. This Masterclass introduces participants to the benefits of diversity and inclusion in the workplace and helps people to understand and recognise their own conscious and unconscious biases. This Masterclass also includes a practical guide to UK legislation in respect of discrimination and harassment.

Key Areas Covered:

- What is diversity?
- Why is diversity important? Changing social beliefs, international movement of people, globalisation of business, impact of technology.
- Business benefits of diversity
- Inclusivity
- Equality Act 2010 – discrimination and harassment
- Unconscious bias and stereotyping
- Practical impact in the workplace

'Unaccustomed as I Am....' – *Public speaking and Speaking up in public*

Public speaking is right up there with spiders, snakes and flying as one of the great common fears. Yet, whereas you can't stop a snake biting or a plane hitting turbulence, almost all aspects of speaking in public can be managed. This workshop covers content and delivery, and aims to equip the participants with a framework around knowing themselves and their audience, techniques to sharpen their delivery of key messages, and ways of controlling the risks of public speaking. It covers formal presentations when detailed preparation is possible, as well as those situations where we are put on the spot and need to think on our feet. Throughout the day, participants are encouraged to link the principles that are covered with a real presentation that they need to deliver, and there are ample opportunities to try out ideas in practice.

Key Areas Covered:

- Nerves – Why they are there and how do we manage them?
- Defining the purpose and objective of the talk
- Knowing your audience as a guide to pitching the talk
- Structuring a compelling story as a backbone to the presentation
- Delivering with poise and passion – body language, props, humour and more
- Managing the environment, the audience and yourself
- Anticipating the worst and having a plan for it – the fallback structure of the speech
- The workshop includes a surgery that often features FAQ such as handling questions, whether or not to read, and how to use PowerPoint effectively

'Manager as Coach' – Adopting a Coaching Style

The use of coaches, both internal and external, as a means of addressing issues, enhancing performance and navigating transitions in business has increased enormously in the last few years. There is also increased focus on how line managers can add coaching skills to their toolbox. This Masterclass outlines the key aspects of a coaching style and how this can empower direct reports. It explores how these features can be incorporated by a line manager without compromising the broader nature of the manager/employee relationship. It includes practical examples around how to move from directive conversations to coaching conversations.

Key Areas Covered:

- A review of management styles – command and control, delegating, supporting - in order to put the coaching style in context
- The benefits and risks
- Recognising the dominant management style of the organisation and how different the coaching style might be for the manager and employee
- The key skills of being a coach – asking open questions, listening, encouraging, supporting, challenging
- Knowing when and when not to use a coaching style with a direct report
- How to be aware of potential conflicts of interest as the manager moves from coaching to other forms of management
- Managing boundaries in the coaching part of the manager/employee relationship

'From Greek mythology to modern talent development' – *getting the best from mentoring*

Mentoring literature disputes who should be regarded as the first mentor, with Socrates cited as Plato's mentor by some, and Plato cited as Aristotle's mentor by others. Whether it is one of these or one of a number of other candidates, it is generally agreed that the tradition of a senior figure guiding the development of a younger or less experienced individual in a chosen field goes back a long way. In modern organisations, mentoring can be an effective means of developing talent and can have benefits for both parties. This Masterclass aims to provide potential mentors with the context and tools to do the job well.

Key Areas Covered:

- Where mentoring sits in the range of support from directive management to coaching
- Key skills from listening to telling, including understanding other people's learning styles
- Giving advice and feedback
- Creating a mentoring 'contract' around topics such as frequency, confidentiality and content
- Exploring basic styles of mentoring – tell, show, suggest and stimulate
- Starting and monitoring the mentoring relationship, watching it deepen and knowing if and when to bring it to an end

- Establishing the boundaries so as to encourage self-sufficiency and avoid dependency
 - New development such as e-mentoring
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Creating a Coaching Culture' - *enabling performance improvement throughout the organisation*

Executive coaching has enjoyed significant growth over the last few decades as a means of allowing employees to grow in an era of information, intelligent systems and virtual teams. If an organisation sees the benefits of coaches, whether external or internal, the next logical step is to help all managers adopt a coaching style and to establish a coaching culture. The aim of this Masterclass is to review what it takes to build such a culture, and explore practical steps that lead to such a culture.

Key Areas Covered:

- What are the key attributes of a coaching culture?
 - Stages in developing a coaching culture – moving from coaching as an exception to coaching as a norm; moving from external coaches to internal coach/managers
 - Getting things started - the importance of consistency from the top and commitment from everywhere
 - Developing a feedback culture as a support to coaching
 - Embedding coaching in appraisals, reviews and assessment
 - Evaluating the effectiveness of the coaching culture
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'Greater than the sum of the parts' - *turning groups into teams*

Most of us have worked with groups of highly talented individuals who somehow fail to gel as a team and collectively fall short of expectations. Conversely, we may have enjoyed the experience when a group consistently pulls together in a way that puts the collective goal first and outperformance becomes their norm. This Masterclass explores how managers can articulate their group's purpose and motivate the group members in a way that forges them into a team, with all the benefits that brings.

Key Areas Covered:

- Establishing the team's common purpose
 - Defining the team's way of working that will achieve that purpose
 - Agreeing individual and collective performance goals that are consistent with the purpose
 - Developing complementary skills and people types - with minimum overlap and no underlap
 - Setting team rules – understanding their purpose as well as the consequences of breaking them
 - Developing accountability within the group
 - The nature of trust, transparency, vulnerability and commitment in top-performing teams
 - Healthy conflict and artificial harmony – the need for a feedback culture
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- Celebrating wins and accepting defeats – but learning fully from both
- Resetting the goals to keep it fresh

'The only way is ethics' – *managing ethically*

The last five years have seen various industries plagued with high-profile instances of unethical behavior, epitomised by MPs' duck houses, bankers' fixing of interest rates and journalists' tapping of phones. Individual and collective reputations are seriously damaged by such revelations and whole organisations – from the News of the World to Lehman Brothers to Barings can be forever changed by such events. This Masterclass looks at the ethics of working in competitive commercial environments and how organisations can support their employees to work ethically to the benefit themselves, the organisation, and its customers.

Key Areas Covered:

- The importance of the overall culture of the workplace – ethics in context
- The importance of ethics and brand
- Doing the right thing and avoiding compounding the error by delay
- Practical issues - transparency and the rules for escalation of errors and issues
- Protecting the whistle-blower
- Diversity and ethics

'Unlocking the Power Within' – *developing your team*

In many organisations, the identification of development needs occurs as a footnote to the appraisal process and at its worst consists of the listing and booking of courses. Good identification of development needs, supported by effective delivery, underpins employee engagement, enhanced performance and the implementation of learning and development strategies. Without good management in this area much of the investment we make in talent development could be wasted.

This Masterclass aims to help managers recognise the importance of personal and team development to the success of the business and to develop a practical approach to delivery in this area.

Key Areas Covered:

- How performance management and development enhances organisational and team performance and business results
- The importance of human motivation and the destructive power of disengagement
- The link between performance management and development planning
- The role of the manager in setting the climate and fostering development
- Practical solutions to delivering creative, flexible and achievable development plans
- Who owns development?

'Your future is important to us' – development and career conversations for managers

Many managers find it hard to know where to start when considering a development or career conversation with team members. Many are daunted by the prospect of having to 'manage expectations' around matters such as promotion and as a result can defer the conversation. Team member initiated conversations can cause a feeling of dread amongst managers! This Masterclass aims to provide practical support to managers on how to plan for these conversations and how to conduct them effectively.

Key Areas Covered:

- Planning and preparation for this type of discussion
- How to approach any difficult conversations which may be required
- Thinking practically about development opportunities
- Understanding that development does not necessarily mean promotion and how to handle that conversation
- Managing expectations effectively
- Agreeing who owns development

'Taking Control of your development' – development and career conversations for the individual

Often, employees rely on their employer to take responsibility for their personal and professional development rather than owning responsibility themselves. This Masterclass aims to help employees at all levels to take responsibility for their own development and to engage in positive and productive conversations with their line manager.

Key Areas Covered:

- Taking responsibility for your own development
- Practical tips on how to create a development plan and what to include in it
- How to plan and prepare for the conversation with your line manager
- Taking your seat at the table – contributing as an equal partner
- Tips for handling any thorny issues that may arise

'One Size Does Not Fit All' – developing appropriate leadership and management styles

No one leadership or management style works for all people in all circumstances. A critical component of the success of managers and leaders is in knowing when and how to adapt their style to ensure that they get the best out of people whilst providing the appropriate level of support. This Masterclass aims to help managers to understand the different styles and approaches that can be adopted in different circumstances to best effect.

Key Areas Covered:

- Understanding different leadership and management styles
- Using judgement to assess which style to deploy in which situation
- Understanding the participants' own dominant style
- Identifying the development levels of individuals in different situations

'Grasping the nettle' – *handling difficult conversations effectively*

Many people find it hard to tackle difficult conversations, instead putting them off and almost always living to regret not grasping the nettle. Whether the issue is about tackling poor performance within your team, speaking up in meetings or challenging your boss, difficult conversations are part of everyday life. This Masterclass aims to help managers who wish to improve or reinforce their capability in addressing difficult conversations by providing practical steps to prepare and conduct these discussions.

Key Areas Covered:

- Understanding why we find these conversations difficult
- Refreshing and honing your skills in handling difficult conversations
- Building confidence in handling these conversations through a thorough understanding of the behavioural aspects of these scenarios
- Creating a clear plan for tackling your difficult conversation, underpinned by thorough preparation

Did I just say that out loud? – *creating an effective feedback culture*

'I have seen individuals ignore totally very 'accurate' feedback because they suspected the intentions of the giver, or doubted the relevance of the feedback to their own goals, or couldn't bear the pain of accepting it to be true.'

Alison Hardingham from 'The Coach's Coach'

This quote reminds us that giving feedback is not easy but it is a key aspect of any culture that wants its people and processes to develop and improve. To not give feedback is to miss an opportunity for growth but to give it in the wrong way is to damage relationships and curb ambition. Get it right and it is valued and sought out as a check, balance and indicator of progress.

Key Areas Covered:

- Understanding the point of feedback
- The environment for giving and receiving effective feedback
- The psychology of human reactions which can help or hinder this process
- The difference between criticism and feedback
- Cutting across the hierarchy – giving feedback to senior colleagues
- Practical advice and tips

'Give me a lever long enough and I will move the world' – *managing change effectively*

Managing change can be a daunting prospect even for the most experienced and hardy of managers. Organisations that struggle to manage change effectively either implement change and then try to manage the 'fallout' or they disregard the fallout altogether and instead live with the consequent employee disengagement and turnover. Even organisations that are committed to managing change effectively can find it hard to do so successfully and need advice, guidance and insights on how to achieve this effectively. This Masterclass aims to help managers to understand how to manage change effectively at both the practical and emotional levels.

Key Areas Covered:

- Understanding the human reaction to change
- Understanding the staggered experiences of change as it cascades through the organisation
- How best to communicate for maximum effect
- How participation and engagement can support a successful change
- Handling objections, resistance and apathy

'If all else fails' – *managing disciplinaries and grievances*

Managers and HR Professionals within organisations work hard to ensure that any employee issues that occur can be dealt with in the normal course of daily activities. Sometimes, however, issues can persist and become either disciplinary or grievance related. When this happens, the situation can be daunting for managers who may not have dealt with such matters in the past. Even for those who have dealt with these matters before, frequent changes to legislation mean there is always uncertainty about the currency of their skills. This Masterclass aims to help managers to understand how to tackle these matters fairly, confidently and in line with current legislation.

Key Areas Covered:

- How to prevent issues reaching this stage
- Communicating effectively and handling difficult conversations – prevention rather than cure
- Understanding company policy and how to apply it
- Working with your HR Professionals and handling confidentiality
- Understanding employment legislation and what it means in practice
- Handling nerves when conducting the formal process

Additional Seminars delivered by Professor Adrian Furnham

Understanding Emotional Intelligence

Workshop Outline

- What is Emotional Intelligence and how to measure it?
- The story of the Social Intelligences
- Emotional and Cognitive intelligence: what is the difference?
- How to Improve your Emotional and Cognitive Intelligence at work
- How it all works: when, why and how EI is important at work

Discussions and activities

- Dealing with two agendas: pursuing your own and understanding theirs (exercise)
- Counseling skills and effective responding: Social skills and social intelligence (exercise)
- Completing the Trait Emotional Intelligence Questionnaire (Exercise)

At the conclusion of the Seminar you will understand

- How to define and describe EI
 - Understand why it is important in the workplace
 - How to measure EI in staff and applications
 - What we need to do to increase a person's EI
 - The costs of low EI score for senior managers
 - Fact and fiction written about EI
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Understanding the Psychology of Individual Differences

Workshop Outline

- Theories of personality from Freud to neuroscience
- Differences in abilities, personality and values
- How to do an assessment of an individual
- What is a personality clash and what to do about it
- Self awareness about your own profile

Discussion/Activities

- What we have in common is that we are all different
- What it means to have a "personality clash"
- Knowing your own personality, strengths and gifts
- Born or made: what you can and can't change
- Completing three state-of-the-art questionnaires

At the conclusion of the seminar you will understand

- How to write a descriptive, psychological assessment of other people
 - Why individual differences exist and what they mean
 - How to deal with people who are different from you
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- How you can predict behavior once you know a person's profile
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Understanding Self-Awareness and Self Development

Workshop Outline

- Who knows you best: yourself, partner, friends, work colleagues
- How do you become more self aware: training, therapy, coaching
- What are your major strengths and developmental opportunities
- What should you work on?
- What can you develop and how?
- The benefits of self-awareness

Discussion/Activities

- The Johari Window and the importance of self-disclosure
- Questionnaires on your dark side traits
- Using strengths finders to understand oneself
- Denial and other defense mechanisms questionnaire
- Writing a self-development plan

At the conclusion of the seminar you will understand

- What are your potential strengths and how to engage with them
 - What are your real developmental needs and how to proceed
 - How you behave under-pressure
 - How to help your staff and colleagues achieve greater self-awareness
 - How to write and follow a developmental plan
-

From Good to Great as Leader

Workshop Outline

- A modern comprehensive model of the make-up of great leaders
- Great Leaders from history and the lessons they taught us
- The essence of transformational leadership
- Forming, aligning and motivating the top team
- "Yes you can". Understanding self efficacy in leadership.

Discussion/Activities

- Discussion about the greatest leaders each has experienced
- How to do "tough Love" and confronting poor performance
- What you have to do to be a great leaders: what is holding you back
- Its tough at the top; coping with stress in top jobs
- Why some leaders fail

At the conclusion of the seminar you will understand

- What differentiates good from great leaders
 - The essential task of leadership and what you need to do differently
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- The importance of leadership in teams
 - The stress and loneliness of being at the top and what you can do about it
 - How to recruit and select great leaders
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Understanding Creativity and innovation at work

Workshop Outline

- How to define and measure creativity
- The focus on the person, the process, the product and the context
- Personality, ability, values and creativity
- Can creativity be taught?
- The difference between business creativity and innovation
- Managing (really) creative people.

Discussion/Activities

- Taking three creativity tests
- Reflecting of your own creative process
- Trying to design an environment which really support creativity
- Pondering the dark side of creativity
- Divergent and convergent problem solving

At the conclusion of the seminar you will understand

- What creativity is and how best to measure it
 - What sort of people are more or less likely to be creative
 - How you select and manage creative people
 - Best practice for the innovation of new things in the environment
 - The many myths and half truths that exist in this area.
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Understanding the psychology of money

Workshop Outline

- The clinical, cognitive, developmental, organisational and social psychology of money
- Money pathology
- Money types and how to spot them
- Money as a motivator at work
- The Behavioural Economics of Money
- Influencing the money decisions of others

Discussion/Activities

- Taking a money typology test
- Classifying others into money types
- Taking a behavioural economics test

At the conclusion of the seminar you will understand

- The reason why people are a-rational and psycho-logical about their money
- How to “diagnose” people as to their money type and how to influence them
- How to use behavioural economics heuristics to be persuasive

Understanding Body Language

Workshop Outline

- Verbal, vocal, visual cues
- Major forms of body communication
- Cultural differences
- How to detect lies
- Body Language at work

Discussion/Activities

- Reading the signals
- How to fake and detect faking in others
- Sense and nonsense with bodily communication

At the conclusion of the seminar you will understand

- Myths and realities about body communication
- What signals leak most information and why
- How to present yourself better non verbally