

# Developing employees

## Development-oriented delegation

### Mastering VUKA<sup>[i]</sup> requirements cooperatively

#### Situation / Need

You can seldom buy finished products from top performers. The familiarization with company-specific standards also requires professional leadership. Employees mature through leadership that takes into account the task and level of maturity of the employee to facilitate success and the experience of success: Nothing motivates more than success itself.

The "situational leadership" model provides orientation for successful leadership and thus for commitment and performance. Good leadership develops top performers from beginners to professionals.

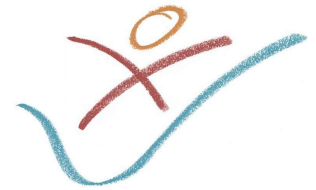
Our "VUKA" world today brings with it the fact that surprises demand daily decisions for which there is no model. Even the experienced manager does not always say what is best. Courage and trust in cooperative leadership strengthen self-confidence and decisiveness. To do this, you need employees who feel secure and supported, and who thus mature into responsible employees or managers.

#### Situational leadership, development-oriented delegation, cooperative leadership

- Understanding of leadership and clarification of Leadership style
- Prerequisites for employee/leader
- Maturity levels Competence and motivation
- 4 Leadership styles in situational leadership
- Task and employee orientation
- Which tasks are suitable for delegation?
- Typical mistakes in delegation and how to avoid them
- The executive as a coach: Where the employee needs the executive in particular
- Cooperative leadership, personal maturity model, VUKA requirements,
- Kick-off project: my best employee

#### Outcome

- The participants understand the conditions of successful delegation on the background of a development-oriented understanding of leadership.
- They possess the paradigms, models, and techniques of situational leadership.
- They not only know how to organize tasks but also how to delegate responsibility following competencies and thus strengthen motivation, willingness to take responsibility and commitment.



## Operation

- **Information:** Participants will receive a coordinated invitation.
- **Preparation:** The participants define their 3 most important learning goals.
- **Kick-off workshop mode:** We enable a trustful working atmosphere in a group of up to 8 participants, which allows learning with and from each other. Detailed action plan for the transfer.
- **Methods:** Workshop, short and impulse lectures, presentation, tools and techniques, exercises, individual and group work, practical exercises, discussion, reflection, feedback.
- **Transfer support:** approx. 3 weeks after the final module, optional individual telephone transfer coaching and advice on the objectives pursued.

## Attendee

- Managers in/before the first management position, team leaders, project managers
- A recommended maximum of 8 participants per group for further intensive development

## Organizational matters

- Duration of 2 days (Presence)
- The participant's manager may support the participant with tools.

## Benefits

- reconciliation
- Information for participants as invitation text
- In-depth reading: The 1-minute manager / leadership styles in advance (preferred) or for in-depth study
- Optional: Microteaching (Web) for participants' managers
- Workshop modules as described above, learning diary, worksheets
- Photo protocol with contents, results and scenes (pdf).
- Individual transfer coaching and advice (by telephone, from 0.5 hours per participant)

## Investment

- We will be happy to make you an offer based on a complete package. Let's talk about your wishes and expectations, about details and general conditions!
- Travel costs and expenses according to expenditure

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[i] VUKA= acronym for today's requirements: volatile, uncertain, complex, ambivalent. Compared to the former world of work: stable/regulated, safe/reliable, manageable/clear, unambiguous