

## Leadership Intensive Learning Training-Coaching

### Situation / Need

The lower management level has the greatest influence on the performance of employees, especially in knowledge and innovation-driven areas: flat hierarchies and a high degree of enjoyment in work and learning is the desired working environment. Establishing leadership quality quickly and effectively is a decisive factor for the desired broad impact: team leaders inspire and effectively direct their team members towards goals.

But leadership has to be learned. In the classic format, it takes 15-20 days of absence, self-study and supportive leadership to lay the foundation in essential leadership topics - apart from expected performance targets, hardly feasible within 3 months.

Modern learning media and communication channels support learning at any time and place. However, didactics and methods that promote personal responsibility and interest instead of consumerism are crucial for a sustainable effect. Self-directed learning using suitable media is anchored by qualified coaching to deeper understanding and correct application.

Inspiring personal guidance by an experienced leadership coach, sound study materials and balanced working through virtual channels vs. presence - these are the keys to motivated learning that produces results and is fun.

### Possible contents (selection by vote)

- Self-management - using time effectively and efficiently
- Self-management - roles, life balance, developing and setting goals
- understanding of leadership, leadership models, leadership styles, power and authority
- Task and employee orientation
- Leading with goals, taking rapid change into account
- Develop, define, agree on goals, control the development
- Situational Leadership: Maturity levels of competence and motivation
- 4 Leadership styles in situational leadership
- View of the manager: know-it-all or cooperative leadership, VUKA requirements
- The manager as coach: Where the employee particularly needs the manager
- Typical guidance errors and how to avoid them
- Error culture: learning or punishment culture
- Feedback: giving recognition, conducting solution-oriented discussions of criticism
- Escalate pressure constructively if necessary
- Understanding team leadership and managing it skilfully: group dynamics, etc.
- Agility in dynamic environments, management by exception
- Meeting Management
- Solve conflicts with the win-win-strategy
- Kick-off project: my best employee

### Result

- ❖ Participants learn the leadership topics relevant to them in the most efficient and sustainable way.
- ❖ The motivation to further qualify through self-study is generally strengthened.

## Mode of operation

- **Information:** Participants receive a coordinated invitation to their goal-setting workshop.
- **Preparation:** The list of topics is prioritized with the manager, specifications and additional topic requests are discussed.
- **Kick-off workshop:** In this format we enable a trustful working atmosphere in a group of up to 8 participants, which allows learning with and from each other. The participants define their most important learning topics from the pre-selected catalogue of topics. Personal learning goals are documented. Working methods, tasks and dates are coordinated.
- **Didactics and methods:** Previous self-study focuses the interactive modules on the essentials. Understanding and implementation dialogue, short / impulse lectures, presentation, exercises, individual and group work, practical exercises, discussion leadership, learning reflection, feedback.
- **Transfer support:** personal budget for individual coaching; approx. 3 weeks after the final module individual transfer coaching by telephone and advice on the results achieved.

## Participants

- Managers in/before the first management position, team leader, project manager
- Recommended maximum 8 participants per group for intensive development

## Organizational matters

- Duration usually 3 months (with 10 modules each 3 hours, according to the choice of topic)
- 3 of 10 modules in presence
- Guidance by the participant's manager (preparation, evaluation) is supported with tools if necessary.

## Services

- Agreement on the project definition, topic delimitation
- Optional: Microteaching (Web) for managers of the participants
- Information for participants as invitation text
- Selection of study materials; in-depth reading: according to choice of topic
- Workshop modules as described above, learning diary, worksheets
  - 30% vis a vis at central location
  - 70% by video conference
- Photo protocol with contents and results (pdf) after each module
- Individual transfer coaching and advice (by telephone, 2,0 hours per participant)

## Investment

- We would be pleased to submit you an offer on the basis of a complete package. Let's talk about your wishes and expectations, about details and general conditions! Orientation values for 10 modules (30 hours):
  - 2-3 participants: 6000€ each plus 4000€ for individual learning support
  - 4-5 participants: 5000€ each plus 5000€ for individual learning support
  - 6-7 participants: 4200€ each plus 6000€ for individual learning support
  - 8 participants: 3800€ each plus 6500€ for individual learning support
- Travel costs and expenses according to expenditure