

IT'S NOT ROCKET SCIENCE

Giving your leaders
the tools to be excellent

meta
working smarter not harder

IT'S NOT ROCKET SCIENCE giving your leaders the tools to be excellent

Most leadership teams within organisations these days have at least one away day a year. Often these become planning days, focussing on the strategy and business plan delivery rather than something to bring the team together and develop them as well.

These precious days away from the office could be an opportunity to help grow and develop your leaders, so that they are able to deliver in a more effective and better way.

- *What if you used the time on an away day to build the skills and capabilities of your leadership team?*
- *What if you used those away-days to actually follow a programme of development that over time would ensure that your business plan was delivered more effectively?*

Themes that help leaders to become more effective

Excellent leaders are people who develop both the way they are and the way they do things at the same time. Most leadership development programmes tend to concentrate on either specific skills development, or on the personal development of the leader. What they fail to do is to bring both aspects of development together, and help people to apply both in their daily work life.

Our programmes are designed to capture and enhance the skills and characteristics of great leaders, and to ensure that people feel able to take them into their working life.

We at *meta*[•] have created a series of 'one off' in-house workshops around themes that come up time and time again in the work that we have been doing over recent years. These days are tailored to suit your needs, and whichever topic you choose you can know that the day will bring your leadership team closer together, and up-skill them with tools needed in today's busy workplace.

The wonderful thing about these days is that they work individually or, if combined, they can become a coherent development journey for your leadership team.

meta[•] means 'beyond and at the next level' - these away-day workshop themes are designed to take your leadership team beyond their current capabilities to the next level of team excellence. All Meta workshops are based on our research into excellence in people, teams and organisations. We've spent over 20 years developing this work, so we'd like to share our secrets with you in these one-day offerings.

7-DAY LEADERSHIP DEVELOPMENT PROGRAMME

Excellent leaders are people who develop both the way they are and the way they do things at the same time. Most leadership development programmes tend to concentrate on either specific skills development, or on the personal development of the leader. What they fail to do is to bring both aspects of development together, and help people to apply both in their daily work life.

Meta offers a 7-day programme of leadership development over six months, with built in executive coaching for attendees.

Our development programme is designed to capture and enhance the skills and characteristics of great leaders, and to ensure that they feel able to take them directly into their working life, and apply the skills learnt back at the office.

SKILLS OF THE EXCELLENT LEADER:

We have identified the specific skills needed for excellent leadership as follows:

- Self-management
- Ability to motivate self and others
- Thinking skills - strategic, constructive and creative thinking
- Thinking skills - prioritising and problem-solving
- Negotiation and conflict resolution
- Effective communication
- Organisational skills and time management
- Performance management

These skills are the tools needed in the toolbox for a leader, which they then select from and use in combination, to address the major areas where they need to apply their leadership skills, which we have identified below:

TOOLKIT FOR BEING AN EXCELLENT LEADER:

- Influencing
- Leading others
- Working as a leadership team
- Leading change

- Dealing with crises - both personal and organisational
- Empowering and valuing your people
- Dealing with customers and external organisations
- Dealing with change
- Mentoring your people
- Fostering a culture that leads to results
- Enhancing your own ability to set the example
- Leading effective meetings

Our programme takes the specific skills, and explores the principles involved, looking at both what excellent leaders need to be like when they are using the skills, and how they can use the skills to make a positive difference. Thus, they will develop their awareness and understanding of the specific skills, and at the same time, be able to answer the questions:

How do I use this skill set to be a more effective leader?

How do I use this skill set to fulfil my responsibilities more effectively?

4 executive coaching sessions is built into the programme to ensure that the leaders develop their own personal leadership qualities. In the programme and the coaching we use live examples from their current work to put their learning into practice for the benefit of the organisation, turning the learning and theoretical approaches into practical application back in the workplace.

SOME OF THE OUTCOMES YOU CAN EXPECT FROM THIS PROGRAMME:

- An engaged and motivated leadership team
- Enhanced leadership skills and ability to put them into practice
- Improved team leading across the organisation
- Enhanced cross-functional working through the example of the leadership team
- A shared leadership approach to managing and motivating their people
- A positive and thriving culture in the organisation

For more information on our innovative approach to Leadership Development, please get in touch -

Contact: Di Kamp, Leadership Director of Meta

Email: di@metapositive.com

Phone number: 01905748530



THE EXCELLENT LEADER

Although everyone is called a leader these days, many are too busy managing their teams and deadlines to think about being leaders. Yet we all respond more positively to those who show real leadership qualities, and inspire us to do our best.

This two-day programme helps your leaders to identify how they can be excellent leaders and role models, and what qualities to bring to the fore to enable them to inspire their teams. It also explores how they can work together more effectively as a leadership team, to give a coherent direction to the organisation.

OUTCOMES YOU CAN EXPECT FROM THIS PROGRAMME

- Enhanced understanding of the difference between managers and leaders
- Identification of the characteristics of the excellent leader: skills, knowledge, attributes
- Awareness of basic principles of leadership and the ability to apply them in behavioural terms
- Awareness of the importance of the example they set
- Strategies for improving their emotional self awareness
- Tools for improving their self-management
- Awareness of the blocks to their own effectiveness as models and strategies to deal with them
- A genuine shared identity, purpose and vision of their ideal way of working as a leadership team
- A set of principles and practices for working together
- Recognition of their existing strengths as a team and as individuals
- Strategies for overcoming obstacles to the effective working of the team

PRACTICAL DETAILS

- This programme would be run in-house
- The content can be tailored to fit your individual requirements around this topic
- Group size - between 8 and 15

Contact: Jo Clarkson, Chief Executive of Meta.

Email: jo@metapositive.com

Phone number: 07976 262352



CULTURAL CHANGE

Culture means 'ways of encouraging things to grow and flourish'. The culture of the organisation is the underpinning for its effectiveness and success. It is the vital ingredient for having a motivated workforce and bringing out the best in your staff, yet all too often organisations neglect it. Do you want your organisational culture to be one that enables your staff to give of their best, to grow and flourish? This workshop takes you through the process for enhancing your culture to be one where people want to come to work and enables them to work at their very best.

OUTCOMES YOU CAN EXPECT FROM THIS PROGRAMME

- Understanding of how the culture of an organisation is created
- An ideal picture of how you want your culture to be
- Understanding of the way change works naturally - evolution
- Operating principles that will help to lead towards that ideal
- Ways of translating those operating principles into everyday practice and behaviours
- Identification of the obstacles that inhibit that cultural change
- Strategies for engaging your staff with the culture

PRACTICAL DETAILS

- This programme would be run in-house
- The content can be tailored to fit your individual requirements around this topic
- Group size - between 8 and 15

Contact: Jo Clarkson, Chief Executive of Meta.

Email: jo@metapositive.com

Phone number: 07976 262352

EFFECTIVE COMMUNICATION

A key skill for being an excellent leader is to be a clear and effective communicator. This requires more than verbal skills - it involves self-awareness, emotional intelligence, and advanced communication and thinking skills. Being a leader we are the role model and so how we communicate will affect how our team and managers communicate. So it is essential to understand and have tools in your leadership toolkit that can ensure the clear, effective and efficient communication.

This workshop will give the leader a toolkit for effective communication, both with individuals and as an organisational skill. It will explore ways of improving non-verbal and verbal communication and developing communication strategies.

OUTCOMES YOU CAN EXPECT FROM THIS PROGRAMME

- Principles of communication
- How we communicate
- Improving your non-verbal communication, body language
- Enhancing your verbal communication
- Ways of improving the effectiveness of getting your messages across
- Using communication to get the effect you want
- Communication channels: how to ensure that the giving and receiving of information is effective and useful
- Application to actual workplace situations

PRACTICAL DETAILS

- This programme would be run in-house
- The content can be tailored to fit your individual requirements around this topic
- Group size - between 8 and 15

Contact: Di Kamp, Leadership Director of Meta

Email: di@metapositive.com

Phone number: 01905748530

LEADING CHANGE

Change is a constant in organisations these days. Over the last 15 years or so change has developed a bad reputation. All too often we forget that its leadership of people through change that can make or break the effectiveness of necessary change within organisations. This means that leaders need to enhance their ability to engage their staff in the process of change and be excellent at creating a change culture, or as we prefer to call it, an evolutionary culture.

Evolution is natural sustainable change, and that's what we at Meta believe is the way to approach change. This workshop will explore best practice in managing and leading change effectively, so that your staff are engaged, involved, inspired and can still do what needs to be done whilst going through the change process.

OUTCOMES YOU CAN EXPECT FROM THIS PROGRAMME

- Understanding of the nature of a change culture
- A better understanding of the changing world they are now operating in
- Strategies for preparing themselves to be a change agent
- A checklist of significant factors in making change effective
- Strategies for implementing and sustaining planned change
- Strategies for overcoming resistance to change
- Ways of engaging and supporting others in a change culture

PRACTICAL DETAILS

- This programme would be run in-house
- The content can be tailored to fit your individual requirements around this topic
- Group size - between 8 and 15

Contact: Di Kamp, Leadership Director of Meta

Email: di@metapositive.com

Phone number: 01905748530

THINKING LIKE A LEADER

One of the key differences between managers and leaders is in the way that they think. It's vital as a leader to develop your thinking skills: you literally need to think at a different level and in different ways.

As a leader you need to ensure that you maintain the context of importance rather than urgency. It is all too easy to get caught up in the day-to-day and forget what really matters. We also need to be good at solving problems effectively, so that they do not reappear in another form or take over from the priorities.

In this workshop you will explore the essential leadership thinking skills required to be an excellent leader - prioritising, problem solving, creative, strategic and constructive thinking. This 2-day programme will enable participants to understand the leading edge thinking on how to think strategically and systemically, and allow their staff to manage the operational part of the business. It will touch on visioning and creativity, as well as such things as the necessity of treble vision for leaders, prioritising and problem solving.

OUTCOMES YOU CAN EXPECT FROM THIS 2-DAY PROGRAMME

- Understanding of the importance of consciously developing your thinking strategies
- The principles of prioritising and problem-solving
- An effective process for prioritising
- Clarifying problem definition and approaches to problem-solving
- How to use your mind more effectively, to help you to change your habitual ways of doing things
- Using your thinking skills to prepare more effectively for meetings, 1:1's etc.
- Ways of enhancing your ability to think constructively
- Systemic thinking: what it really means and how to apply it
- Ways of enhancing your ability to think creatively and to create a vision for your organisation or area of responsibility

PRACTICAL DETAILS

- This programme would be run in-house
- The content can be tailored to fit your individual requirements around this topic
- Group size - between 8 and 15

Contact: Di Kamp, Leadership Director of Meta

Email: di@metapositive.com

Phone number: 01905748530



THE 3 E's OF EXCELLENT ORGANISATIONS

- Engagement, Empowerment, Encouragement

One of the keys to organisational excellence is to ensure that your staff are engaged, empowered and encouraged to give of their best. Don't just take our word for it, these three principles are identified in the Sunday Times Top 100 places to work as being vital to ensure an organisations' culture is one that people can thrive in. It's not an easy task, but as a leadership team it is essential to know how to truly engage, empower and encourage your people, so that they can give of their best and the organisation can excel. With the work we have done with Sunday Times Top 100 companies over the last few years we have developed a 3-day programme that will help leadership teams/leaders to understand why these three E's are so vital to the sustainable success of their organisation's development journey, and give them ways to enhance how they offer these to their staff.

DAY 1: ENGAGEMENT

What is the true meaning of engagement and what are the keys to successfully engaging your staff? If you want your organisation to thrive, it's really important to have an engaged and motivated workforce. In this one-day workshop we help participants to understand what engages them and as leaders how to keep their staff engaged and motivated.

OUTCOMES YOU CAN EXPECT FROM THIS DAY

- What engagement really means in practice
- Awareness of what disengages people
- Ways of keeping people engaged
- Understanding of the need for work to feel purposeful for engagement
- The obstacles to being engaged and ways of reducing their impact
- Understanding of the different motivating factors that people react to
- Strategies for enhancing the engagement of staff in your team

DAY 2: EMPOWERING YOUR PEOPLE

'Empowerment takes more than a minute', as the famous book by Ken Blanchard says, and indeed we reckon it takes at least a day to realise that empowerment can't be done to someone, it comes from within. In this one day workshop we will find out how to create an empowering environment for your staff and how, although we can put certain empowering things in place, ultimately we must encourage our staff to empower themselves.

OUTCOMES YOU CAN EXPECT FROM THIS DAY

- Clear understanding of what empowerment really is
- Awareness of the benefits of having an empowered staff
- Awareness of what makes people feel empowered
- Ways of creating an empowering environment by clarifying what matters in your area
- A method to set mutual expectations with your staff
- How to clarify constraints and boundaries in your area
- Ways of supporting staff in their empowerment
- Ways to delegate as a way of empowering

DAY 3: ENCOURAGEMENT & IMPLEMENTING THE 3 E's

Encouragement underpins both engagement and empowerment, as it is the way we recognise and value our staff. Encouragement is not just something that is a one off, a reward, it's a way of leading that ensures staff are engaged and feel empowered to give of their best. We will look at practical ways to encourage staff and lead with encouragement. During the second half of this day we will pull together the content from the previous days, and look at ways to implement the 3 E's and build it into your team/organisational culture.

OUTCOMES YOU CAN EXPECT FROM THIS DAY

- Awareness of the importance to all of us of being encouraged
- Ways of showing that you are approachable
- Ways of giving everyday recognition
- The importance of celebrating success and simple ways to do so
- Ways of encouraging learning and innovation
- How to use the ripple effect
- Ways to put the combination of engagement, empowerment and encouragement into action

PRACTICAL DETAILS

- This programme would be run in-house
- The content can be tailored to fit your individual requirements around the topics
- Group size - between 8 and 15

Contact: Jo Clarkson, Chief Executive of Meta

Email: jo@metapositive.com

Phone number: 07976 262352



INFLUENCING SKILLS

In today's busy workplace, where time is of the essence, the ability to influence well is more vital than ever. Excellent leaders need to influence rather than enforce, if they are to be successful and get their staff to fully engage and commit rather than reluctantly follow their direction. With the flattening of structures now more than ever a leader needs to influence not only down to their staff but across to their peers and up to their own bosses. Influencing is not just one-way thing it is multi-directional and cross-heirachical.

This workshop examines the elements of excellent influencing and ways of using influencing as a means of gaining engagement, building long term relationships and commitment to get what needs to be done done.

OUTCOMES YOU CAN EXPECT FROM THIS PROGRAMME

- Awareness of the characteristics of excellent influencing
- The key influencing techniques and strategies for implementing them
- Strategies for influencing their teams
- Techniques for influencing with integrity
- Knowledge of the process of influencing - including the long term effects
- Recognition of the impact they have on others - negative and positive
- Recognition of the importance of others' perspective in having a positive influence

PRACTICAL DETAILS

- This programme would be run in-house
- The content can be tailored to fit your individual requirements around this topic
- Group size - between 8 and 15

Contact: Di Kamp, Leadership Director of Meta

Email: di@metapositive.com

Phone number: 01905748530

ORGANISATIONAL SKILLS AND TIME MANAGEMENT

In the speeded up world of modern working, time has become precious. With larger workloads, greater responsibilities and higher pressures to a deliver - As a leader, if you are not organised and cannot manage your time effectively, you simply will not get done what needs to be done, there are not enough hours in the day!

Leaders today need to embrace a new way of working. One that enhances their ability to manage their own time effectively and organise their work in a way that ensures that they can achieve their targets without killing themselves.

This workshop will explore how we ensure that we have the time to be the excellent leader, and the importance of organisational skills in allowing us to pursue the most important aspects of our role and responsibilities.

OUTCOMES YOU CAN EXPECT FROM THIS PROGRAMME

- Identification of information: what needs recording, what needs monitoring, what others need to know
- Prioritising and planning
- Maintenance of systems: methods of monitoring
- Principles of time management
- The activity trap
- How to organise your time better
- Time for the unforeseen
- Making and keeping space to lead
- Dealing with interruptions and distractions effectively

PRACTICAL DETAILS

- This programme would be run in-house
- The content can be tailored to fit your individual requirements around this topic
- Group size - between 8 and 15
- The rate is £2500 for development, supporting material, and facilitating the day, plus VAT and travel costs

Contact: Di Kamp, Leadership Director of Meta

Email: di@metapositive.com

Phone number: 01905748530

PERFORMANCE IMPROVEMENT - getting the most from your people

One of the ways that leaders can both motivate their staff and make their own work lives easier is by using performance improvement techniques to enhance their staff's effectiveness. Performance improvement has become 'performance management' in many organisations, a tool for discipline to stop under performance rather than encouraging improvement to everyone's performance. As a leader its part of your role to engage, motivate and develop your staff and understanding how to get the best from your staff is vital to delivering those key leadership aims.

This workshop will look at how to create a learning organisation through performance improvement. Introducing you to new ways of motivating and inspiring your staff to give of their best, and ways of maximising the systems you already have in place, including staff appraisal systems to create a culture of excellence.

OUTCOMES YOU CAN EXPECT FROM THIS PROGRAMME

- Performance management vs. performance improvement
- Dealing effectively with others: setting expectations, letting people know what you want and how you want it
- Setting performance standards and goals: how to involve others and gain commitment
- Process for performance improvement
- Setting objectives, determining priorities
- Supporting others: how to reinforce good practice
- Giving and receiving feedback
- Effective appraisals

PRACTICAL DETAILS

- This programme would be run in-house
- The content can be tailored to fit your individual requirements around this topic
- Group size - between 8 and 15

Contact: Di Kamp, Leadership Director of Meta

Email: di@metapositive.com

Phone number: 01905748530



NEGOTIATION AND CONFLICT RESOLUTION

Two of the key skills an excellent leader needs to develop is the ability to be able resolve conflict and be a good negotiator. Whereas in the past these skills were mainly confined to the upper echelons of leadership, now most people in a position of leadership will be expected to be able to deal with situations where there is disagreement, conflict and be able to negotiate a resolution quickly. This is a tricky area of leadership that many leaders will avoid because they do not have the tools in their leadership toolkit to handle effectively.

This workshop will enable participants to apply constructive negotiation skills to their interactions with others, and will explore ways of achieving conflict resolution which leads to positive outcomes for all parties involved.

OUTCOMES YOU CAN EXPECT FROM THIS PROGRAMME

- Difference between symptom and cause
- Difference between result and effect
- Principles of negotiation
- Negotiation styles and their effectiveness.
- Process of negotiation
- Principles of conflict resolution
- Dealing with difficult people
- Ways of managing conflict successfully

PRACTICAL DETAILS

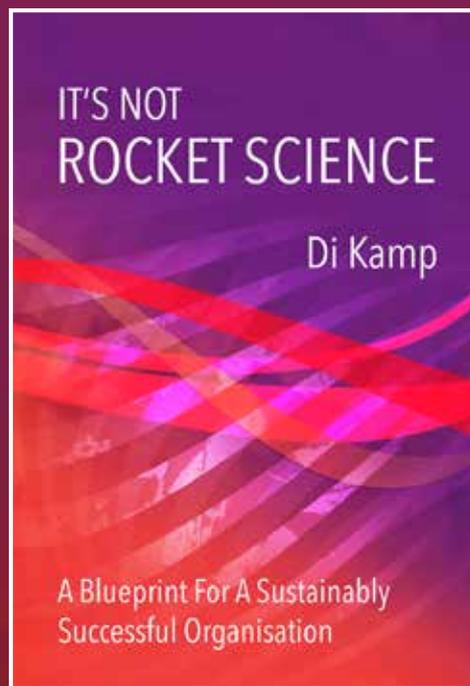
- This programme would be run in-house
- The content can be tailored to fit your individual requirements around this topic
- Group size - between 8 and 15

Contact: Di Kamp, Leadership Director of Meta

Email: di@metapositive.com

Phone number: 01905748530

www.meta-org.com



We're so passionate about this, we wrote a book about it.

meta•

working smarter not harder

meta-org.com