The Alchemy Leadership Development Programme

Building leadership
capabilities and effective,
confident managers

The Alchemy Leadership Development Programme

A highly interactive, online leadership development programme for our times, whose current iteration has grown from its previous existence as an in-person course. The COVID-19 pandemic has changed the workplace for many of us, and what that change will look like in the medium-to-long term is still unclear. As leaders, it is incumbent on us to be agile and responsive while staying grounded, to cultivate resilience in ourselves and our people, and also to reflect and grow personally. This programme aims to provide an environment for the exploration and development of leadership skills and capabilities, enabling participants to look with confidence towards uncertainty, and make that step change into leadership.

Objective and expectations

The primary objective of the Alchemy Leadership Development programme is to provide a mixture of theory and practice so that participants can improve how they lead and manage, and to provide useful ideas and tools to further their development. This is achieved via content inputs, discussions, exercises and group work. By sharing their experiences and completing exercises with other managers, participants will broaden their range of skills, ideas, tools and opportunities. Our goal is to create a vibrant and challenging learning community made up of the participants and tutors together.

There is an expectation that participants will be willing to share their experiences, to learn with others and to contribute to the workshops. It is an explicit expectation of the tutors that all participants will ensure they are able to attend each workshop and to complete any pre and inter workshop work.

Outcomes and benefits

Results for participants

- Gain a range of key management skills
- Put new skills into practice in current role
- Build leadership capabilities
- Motivate and engage teams, manage relationships confidently
- Develop leadership skills using personal knowledge, values and motivations
- Embed learning, stretch and grow through the individual coaching included in the programme

Impact for your employer

- Effective and confident managers
- Better relationships and communication in teams
- Measurable results: workplace-based assessment ensures new skills are effectively transferred to your business

Who it is for?

This programme is ideal if you are have management responsibilities but little formal training, and are serious about developing your abilities, and becoming more effective and confident. It is also appropriate for managers with experience who want to learn more formal leadership and management ideas, enabling step change in their capability.

Design criteria

Each workshop will last a full day and will have the following elements;

- Inputs on the topics illustrated below, materials provided, pre and follow-up reading
- Opportunities to practice key aspects of the workshop material together with exercises for participants to continue in between workshops
- A focus on applying material to the real world, and to each individual's situation, together with consideration of progress measurement and markers of success, both personally and in their organisations
- Exploring and agreeing next steps

Over the complete set of workshops the following are seen as key areas for development;

- Building confidence and competence, especially in leadership and management
- Assessing current skills and setting personal targets for improvement and growth
- Acknowledging differences and finding ways to more effectively manage difference
- Learning from each other and valuing the experiences of others in 'apparently' very different departments or businesses
- Explore personal behaviours and patterns of behaviour with the use of psychometric tools

The workshops

Day 1. Personal Leadership

Objective. To set the scene for the series of workshops and then focus on individual aspects of leading and managing.

- Managing self and Leadership styles
- Managing time
- The difference between Strategy and Tactics
- Managing upwards
- Giving and receiving feedback
- "letting go of control" and Delegation
- Setting performance standards for self and others
- Judging and recognising performance

Day 2. Effective communication

Objective. To understand the how, what and why of effective communication. To begin learning about 'the leader as coach'.

- Different types of communication
- Managing communication with clients, customers and other stakeholders
- Use of language and the impact of language on relationships
- Meeting management
- Managing difference in communication preferences
- Understanding the consequences of poor communication
- The leader as coach

Day 3. Building teams and organisations

Objective. Understanding what makes a team and how to begin the journey towards being a high performing team. Understanding organisations.

- What is my team and what teams am I in as a member?
- Being an effective team player
- Where does what I do impact others in my team?
- How does my team impact other teams?
- The benefits of working more effectively together
- Making the team more than the sum of the parts
- Producing a vision for my team
- Setting goals to become a High Performing team
- Organisational climate, culture and performance

Day 4. Developing people

Objective. Understanding what is needed for the leader/manager to develop their staff and to create action plans for their own people's development

- How to respond effectively to differing styles and needs
- Setting development targets for me and members of my team
- How to manage the development of members of my team
- Sharing ideas for development that have worked for me or people I know
- Giving feedback as a means to aid personal development
- Appraisal processes
- Induction

Day 5. Handling difficult conversations

Objective. How to manage difficult conversations with team members e.g. poor performance, lack of motivation, failure to deliver what has been agreed, inappropriate behaviours.

- What are the challenges of difficult conversations?
- What are the common difficult conversations?
- How to prepare for a difficult conversation
- Giving bad or challenging news to clients, customers and stakeholders as well as team members
- Practicing difficult conversations

Day 6. Pulling it all together and action plans for the future

Objective. To consolidate learning from days 1-5 and create action plans to continue learning and development.

- What have I learned?
- What next for my personal development?
- What happens when I go back to the workplace? How do I update my boss/team on the programme?
- How do I monitor myself and measure my own growth and performance?
- Keeping the relationships formed during the programme going

Timing & programme size

It is planned to run the workshops once a month from April to October 2021. The dates for the first 3 workshops are indicated below, under Dates. The final three in July, August/September and October,

will be agreed with participants no later than May 2021. To provide for the right balance of teaching and participation, we may limit the size of the group.

Fees

The programme will cost £3,500 per person + VAT. The price includes the six one day workshops, three 1-to-1 coaching sessions with highly qualified Alchemy coaches, and all programme materials. It also includes the provision of a psychometric assessment (NEO PI-3) and an individual feedback session on the results.

Location

The workshops will be run entirely online, using the Zoom platform. All materials will be provided, and in flexible formats to ensure ease of access, and different preferences and IT provision amongst the participants.

Tutors

There will be two primary tutors on the programme, led by Dr Paul Hedley who was an Associate Fellow at Said Business School from 2013 to 2019, with a particular specialism in leadership development. Paul is an experienced coach, a Director of Alchemy of Coaching and Managing Director of Leadership & Performance Development Ltd. Penny Tunnell is an experienced Business Development Advisor and Executive Coach. Penny has helped the senior teams of more than 50 businesses in the past few years achieve their goals, and she has a broad corporate background across public, charity and commercial sectors. A profile for each of the tutors is available.

The benefits of including coaching in the programme

We believe that adding 1-to-1 coaching to the programme and making it an integral element has a number of significant benefits

- It helps to embed learning
- It enables the setting of higher stretch goals as these can be followed up in the individual sessions
- It provides the opportunity to work on issues inappropriate to a group setting
- It creates opportunities to link learning more directly to the workplace
- There is an opportunity for participants to extend their coaching beyond the 3 sessions included in the programme and this will be quoted on an individual basis

Dates

Programme dates for the first 3 months are as follows. The final 3 workshop dates will be confirmed before the start of the programme and in discussion with participants.

Workshop 1   Thursday 22 April 2021

Workshop 2   Thursday 20 May 2021

Workshop 3   Thursday 17 June 2021

Contact and Booking

To book a place or to hear more about the programme please contact Paul or Penny:

paul@alchemyofcoaching.com
01865 582680
07775 675401

penny@pennytunnell.co.uk
07921 744121

www.alchemyofcoaching.com
https://www.linkedin.com/company/alchemy-of-coaching/