



Strategic Leadership Development

Overview

The Keil Centre's 7 module Leadership Development Programme focuses on the behaviours and skills critical to strategic leadership capability and performance. Each module provides a combination of theory and practical application; delegates individually and collectively linking and applying the learning to the actual challenges and opportunities they face in their working lives. Particular emphasis is placed upon shared learning and experience. This ensures output from each module is highly relevant and meaningful to the context of organisational life and pressures. This distinguishes this programme from other public courses.

The Seven Modules

1. Collaborative Working

In advance of the programme, each delegate receives developmental feedback on his or her leadership, team and interpersonal style and impact. This is achieved through the completion of psychometrics. The module builds on this enhanced individual understanding and encourages the leadership group as a whole to consider how effectively it operates at present, and how it would like to operate in the future.

2. Coaching and Action Learning Sets

This module covers coaching, listening, facilitating and feedback skills. Delegates work together in pairs to explore options for tackling live challenges that each other face. This learning is then applied to the establishment of Action Learning Sets.

3. Leadership and Engagement

Delegates explore the effectiveness of different leadership styles and approaches. In doing so, they learn how to critique and flex their current styles. The group also reviews levels of engagement and wellbeing in their organisation, and collectively generate options that tackle areas of identified need or shortfall.

4. Managing Change

Delegates learn how the change process can impact staff at all levels, and how it can best be managed. In particular, the focus is on recognising how to support others in the organisation during periods of change or transition. The module also looks at continuous improvement and customer service, collectively identifying areas where changes can be made quickly, immediately and cost effectively.

5. Problem Solving

Delegates practice skills in applying progressive individual and group problem solving tools and techniques. This generates options and solutions to topical organisational issues. The tools unlock creative potential and provide a structure and framework for effective planning, organising and decision making.

6. Interpersonal Effectiveness

Delegates reflect on the styles and strategies prevalent in the group for managing conflict, and what this might mean for communication and influencing in the organisation. The concept of emotional intelligence is also introduced, with delegates exploring their own skills and capability in this respect.

7. Building Resilience

This module deals with psychological wellbeing. They learn how to recognise symptoms in themselves and others, as well as practice skills in supporting those who may be under threat in this area. The module also provides tools and techniques on how to build resilience, and to combat the psychological processes that can lead to stress.

The Leadership Development Programme is very flexible and delegate teams are able to influence both the content and order in which modules are delivered. For instance, there may be benefits in delivering modules in harmony with the natural organisational cycle.

Designed for:

Corporate Directors and Senior Managers
Typical Programme Duration: 12 to 18 months
Programme Structure: Seven Modules
Module Duration: 1 day each
External Accreditation:
 UWS, 20 credit points at Level 11

North Ayrshire Council Extended Corporate Leadership Team recently completed the modular programme, although did not progress the external accreditation associated with the programme. A parallel version is now being cascaded across the organisation with another level of management.



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