



Tailored

DEVELOPMENT

3 DAY DISCOVERY PROGRAMME

The "Discovery Programme" puts you in the driving seat of your leadership development. The unique learning environment is designed to offer stimulation and a creative space for you to hone your leadership mindset and behaviours. Taking responsibility for your leadership development you will not only influence your progression but also the direction of your leadership destiny.

"Leaders are more powerful role models when they learn than when they teach"

Rosabeth Moss Kanter - Specialist in strategy, innovation & leadership for change - Harvard Business School

The Discovery Programme has been informed by two key pieces of recent research:

- * "The Neuroscience of Leadership Development: preparing through experience"
- ** The Centre for Creative Leadership Report on "Future Trends in Leadership Development"

PROGRAMME AIMS

- For you to “Start with the End in Mind” (Covey) and consider your career dreams and aspirations
- To explore the leader within and understand what it is like “on the receiving end of you and your leadership style”
- Identify and develop behaviours which strengthen and reveal your “leadership core” so that you become the leader you want to be, and others want to follow
- To identify your key strengths and turn these into leadership talents

PROGRAMME OUTCOMES

For you as a leader to:

- Confidently respond to the question: “Why should anyone be led by you?”
- Consistently use behaviours and make decisions in the workplace, which demonstrate authenticity in your leadership.
- Create a career vision which you will use to identify future opportunities to develop your unique talents and build momentum.



METHODOLOGY

- Undertaking a pre-programme 360-degree feedback activity as a benchmark, together with some reflection about the influences on your leadership will mark the start of your discovery journey
- Prior to arriving in the Lake District you will be allocated a personal Coach who will work with you via telephone to help you to establish your specific learning goals and level of ‘stretch’ for the programme
- Once you arrive in the Lake District you will meet face to face with your Coach to finalise your goals.
- We will use the incredible landscape and outdoor facilities available at Brathay Hall, Cumbria to blend stretching, creative and challenging activities with discussions about cutting edge leadership insights.

- Using inspiration from a variety of thought leaders, backed by research, we will create time and space for you to think, opportunities to connect with your inner “core” and support you to discover how to turn your key strengths into talents.
- A range of psychometrics tests will be undertaken before and during the programme.
- Individual coaching support will be scheduled throughout the programme to enrich your learning experience and further motivate and inspire you.
- Telephone Coaching support will be available beyond the programme to assist and embed the transfer of learning.
- The 360 feedback will be repeated beyond the programme to track achievements.



PROGRAMME SUMMARY

From arrival on day one the programme will be structured around action and reflection activities including challenging outdoor activities, which will have various levels of optional "stretch". You will decide which stretch level is right for you and will be supported by peers and facilitators to make appropriate choices and contributions.

The outdoor activities will be underpinned and debriefed with reference to appropriate theory. During discussions and paired activities you will consider a range of topics including:

- "Smart Trust"
- The role of reciprocity in building engaging relationships
- Beware the "cheater meter"
- Leadership as an act not a title
- Why people leave their managers not the organisation
- The 4 approaches to trust
- Defining your own "True North"
- The role of the PAC model in understanding yourself and others
- Lessons from Neuroscience about leadership
- Strengths Finder tool
- The technical expert and leadership
- The danger of the "invisibility cloak"
- Who are you?
- Do you communicate or connect?
- The emotionally intelligent leader
- Intended impact v impact felt



REFERENCES

*The Neuroscience of Leadership Development: preparing through experience. This research, conducted in association with the University of Reading, explored the body's physiological and neurological responses to experiential learning with the aim of understanding why such methods are so effective in preparing leaders for the challenges of leadership. By monitoring changes in heart rate for participants on an experiential programme and assessing their later perceived learning, the research found that experiential simulations do indeed mimic the stress of leadership and result in learning that lasts.

The research suggests that leaders may benefit from incorporating an element of stretch and challenge into their everyday work, and provides sound neurological data for leadership development professionals to support the development of high impact executive education programmes.

**The Centre for Creative Leadership Report on Future Trends in Leadership Development 2014 differentiates between Horizontal learning (what people learn) and Vertical learning (how people learn) the research undertaken concluded that leaders need to grow bigger minds and different ways of thinking about leadership.

It also concluded that new ways of developing leaders should be encouraged and that leaders learn best when they are responsible for their own development.

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