

The 3-Year Leadership Diploma

Modular and highly interactive, this leadership development curriculum for Leaders reflects the latest international research and best practices in both content and methodology.

Structured over a three-year period, each year there are 10 training days at agreed intervals of approximately every 4-6 weeks if delivered monthly or every 8-10 weeks if delivered in a 2 x 2 x 2 x 2 x 1 format.

Designed to minimize disruption to daily business and provide 'action learning', each day assists participants with practical new ideas and insights that maximise their day-to-day, and year-to-year, business decisions. In this way, new experience is built upon from one day to the next, and the program becomes a valuable cumulative learning process.

Each year has an underlying theme:

Year 1: Managing Change

Year 2: Growth

Year 3: Transformation

Within each year's program, the content is built around 3 Guiding Focus areas:

- *Leadership Psychology* – Days 1-3 each year
- *Influencing 360° Relationships* – Day Seminars 4-6 each year
- *Making a Wider Impact* – Days 7-9 each year
- *Synthesis* – Day 10 each year

The final day each year has a Guiding Focus of *Synthesis*, which consolidates the theoretical and practical learning generated throughout each year.

The table below shows the structure of each year's program under each Guiding Focus and indicates the Specific Focus areas and Day Content for each year.

NB: There are also three topics that permeate the programme in a practical way and are not listed in isolation, which are:

- Mission, vision and communicating decisions and direction
- Implementing organisational strategies
- Culture and transformation

The 3-year Leadership Diploma: Overview

		Day 1	Day 2	Day 3	Day 4	Day 5	Day 6	Day 7	Day 8	Day 9	Day 10
	Guiding Focus	Leadership Psychology			Influencing 360° Relationships			Making a Wider Impact			Synthesis
Year 1: Managing Change	Specific Focus	Perception, Attitude and Behaviour			Influencing Others Towards Change			Building and Leading a Team			Change
	Content	Subjectivity and Objectivity	Identifying Psychological Types	Techniques for Building Objectivity	Influencing Employees	Influencing Colleagues and Senior Management	Influencing Customers/ Clients	Structuring and Giving Direction to a Team	Managing Team Meetings	Introduction to Coaching	The Leader as Agent of Change
Year 2: Growth	Specific Focus	The Inner Game of Leadership			Styles of Leadership			Organisational Change and Growth			Growth
	Content	Building Emotional Intelligence	Building Physical Intelligence	Building Intellectual Intelligence	Understanding Leadership Styles	Building Visionary and Coaching Styles	Building Visionary and Coaching Styles	Structural Change and Growth	Strategic Change and Growth	Cultural Change and Growth	The Leader as Agent of Growth
Year 3: Transformation	Specific Focus	Applied Psychology of Leadership			Influencing the Market			Influencing the Industry			Transformation
	Content	Advanced Coaching Skills	Advanced Customer/ Client Management Skills	Advanced Facilitation Skills	Strategies for Developing Business	Building and Enhancing Reputation	Becoming a Market Leader	Understanding the Industry	Influencing Key People	Becoming/ Remaining an Industry Leader	The Leader as Agent of Transformation

The 3-year Leadership Diploma Curriculum – a cumulative development programme of 10 days each year (structured in any format) with project work between each day.

Leadership Diploma Year 1: Managing Change

The first year of the curriculum is a foundation year focusing on the leader as *agent of change*.

The first 3 days focus specifically on fundamental aspects of leadership psychology, under the heading Perception, Attitude and Behaviour.

During and between these days, participants will have the opportunity to find out about different psychological types, and about the relationship between perception and action that underpins many leadership challenges.

This study paves the way for days 4-6 where the focus shifts to Influencing Others Towards Change. Participants learn how to lead and manage change through the 360° relationships that are inherent in most management and leadership roles.

During the month-long intervals between the days, participants will again have the opportunity to implement new thinking and communicating skills both within and outside work.

Days 7-9 extend the psychological and influencing knowledge and skills already gained to Building and Leading a Team. There is an in-depth study of the different ways to structure and manage a team and an introduction to coaching.

Day 10 pulls together the work done through the year, consolidating the understanding and experience gained on the Leader as Agent of Change.

Core topics for each seminar are shown in the table on the next page.

During the intervals between the days, participants will have the opportunity to implement the new thinking and skills learned both within and outside work.

Leadership Diploma Year 1: Overview

Focus	Seminars	Core topics
Perception, Attitude and Behaviour	Day 1: Subjectivity and Objectivity	<ul style="list-style-type: none"> How perceptions impact attitude and behaviour Psychological foundations of leadership influence Why leaders need to strive for objectivity
	Day 2: Identifying Psychological Types	<ul style="list-style-type: none"> Different classifications of psychological type Knowing and developing one's own psychology Interacting effectively with different types of people
	Day 3: Techniques for Building Objectivity	<ul style="list-style-type: none"> Core leadership thinking and communication tools Ways of communicating to avoid misunderstanding How to influence others by raising awareness
Influencing Others Towards Change	Day 4: Influencing Junior People	<ul style="list-style-type: none"> How to motivate others without manipulating them How to generate engagement and commitment How to generate confidence amid uncertainty
	Day 5: Influencing Juniors, Seniors and Peers	<ul style="list-style-type: none"> Managing performance and improvement Influencing senior people effectively Building trust and collaboration across peer groups
	Day 6: Influencing Customers/Clients	<ul style="list-style-type: none"> Creating a positive impression and building trust Managing and fulfilling customer/client expectations Enhancing reputation through the quality of influence
Building and Leading a Team	Day 7: Structuring and Giving Direction to a Team	<ul style="list-style-type: none"> Different types of team and team structures Giving direction and establishing how the team will work Developing a high-performance team
	Day 8: Managing Team Meetings	<ul style="list-style-type: none"> Different types of team meetings and their preparation Generating creativity in a team Maximising the efficiency and effectiveness of meetings
	Day 9: Introduction to Coaching	<ul style="list-style-type: none"> Coaching as a subtle form of leadership Skills and practices of excellent coaching Coaching a team
Change	Day 10: The Leader as Agent of Change	<ul style="list-style-type: none"> Review of approaches to proactively managing change Understanding and overcoming resistance to change Managing change in oneself

Leadership Diploma Year 2: Growth

The second year of the curriculum is a development year focusing on the leader as *agent of growth* – quantitative and qualitative – recognising that, while the change-related skills studied in Year 1 are essential for generating and managing growth, change on its own does not guarantee growth.

The first 3 days focus on key aspects of personal growth – the development of emotional, physical and intellectual intelligence.

During and between these seminars, participants will have the opportunity to explore the differences and relationships between the different types of intelligence and to identify and apply new insights.

This in turn provides a solid base for the exploration of Leadership Styles through days 4-6. Participants will learn about the characteristics, advantages and disadvantages of different styles of leadership, identifying and developing their own styles.

During the intervals between the day, participants will again have the opportunity to implement new approaches both within and outside work.

In days 7-9, the focus is enlarged to the organisational context, with a theoretical and practical study of structural, strategic and cultural growth.

Day 10 pulls together the work done through the year, consolidating the understanding and experience gained on the Leader as Agent of Growth.

Core topics for each day are shown in the table on the next page.

Leadership Diploma Year 2: Overview

Focus	Seminars	Core topics
The Inner Game of Leadership	Day 1: Building Emotional Intelligence	<ul style="list-style-type: none"> Differentiating emotions and feelings Emotions as a source of information Developing empathy, intuition and charisma
	Day 2: Building Physical Intelligence	<ul style="list-style-type: none"> Spatial and other types of physical awareness Nutrition, exercise and health for optimal performance Recognising and managing stress and body language
	Day 3: Building Intellectual Intelligence	<ul style="list-style-type: none"> Differentiating information, knowledge and understanding Convergent and divergent thinking Techniques for identifying and solving problems
Styles of Leadership	Day 4: Understanding Leadership Styles	<ul style="list-style-type: none"> Introduction to leadership styles Self-analysis of current leadership characteristics Connections between style and communication habits
	Day 5: Building Visionary and Coaching Styles	<ul style="list-style-type: none"> Creating and communicating vision and strategy Connecting organisational need with individual aspiration Planning techniques that create flexibility and confidence
	Day 6: Building Visionary and Coaching Styles (cont.)	<ul style="list-style-type: none"> Managing work and individual/team development Coaching others in management and leadership Running a group coaching meeting
Organisational Change and Growth	Day 7: Structural Change and Growth	<ul style="list-style-type: none"> Understanding different types of organisational structure How different structures connect to change and growth Leading and managing structural change
	Day 8: Strategic Change and Growth	<ul style="list-style-type: none"> Understanding different types of business strategy How different strategies connect to change and growth Leading and managing strategic growth
	Day 9: Cultural Change and Growth	<ul style="list-style-type: none"> How structure and strategy relate to culture Leadership responsibility for culture change and growth Leading and managing cultural development
Growth	Day 10: The Leader as Agent of Growth	<ul style="list-style-type: none"> Review of approaches to proactively managing growth Understanding the dynamics of growth and decay Managing continuous personal growth

Leadership Diploma Year 3: Transformation

The third year of the curriculum is a consolidation year focusing on the role of leader as *agent of transformation*.

This year builds further on the knowledge, skills and understanding developed in Years 1 and 2, to explore and create practical expertise in personal and organisational transformation.

The first 3 days focus on the Applied Leadership Psychology through advanced coaching, facilitation and customer/client management skills.

During and between these days, participants will once again have the opportunity to develop and practice their skills in these areas.

In days 6-10 the focus is further expanded to the context of the market, with seminars on business development strategies, building reputation and becoming a market leader.

Days 7-9 explore the responsibilities of leadership in the context of the industry, including a focus on the wider commercial environment and on influencing government.

Day 10 pulls together the work done through the year, consolidating the understanding and experience gained on the role of leader as agent of transformation.

1:1 follow-up coaching is an optional extra within 3 months of the end of the programme.

Core topics for each day are shown in the table on the next page.

Leadership Diploma Year 3: Overview

Focus	Seminars	Core topics
Applied Psychology of Leadership	Day 1: Advanced Coaching Skills	<ul style="list-style-type: none"> • How to recognise and develop potential • Coaching others to coach • Mentoring and personal transformation
	Day 2: Advanced Customer/Client Management Skills	<ul style="list-style-type: none"> • Managing difficult situations/interactions • Generating business through existing customers/clients • Generating innovation and transforming relationships
	Day 3: Advanced Facilitation Skills	<ul style="list-style-type: none"> • Creating unity out of diversity • Managing group attention and dynamics • Generating decisions from a group
Influencing the Market	Day 4: Strategies for Developing Business	<ul style="list-style-type: none"> • Understanding the market • Strategies for different stages of market development • Approaches to managing competitor relationships
	Day 5: Building and Enhancing Reputation	<ul style="list-style-type: none"> • Anticipating developments in the market • Techniques for building and enhancing reputation • Building a personal and collective profile
	Day 6: Becoming a Market Leader	<ul style="list-style-type: none"> • Strategies for becoming a market leader • Social responsibility and transformation • Influencing market needs and expectations
Influencing the Industry	Day 7: Understanding the Industry	<ul style="list-style-type: none"> • Techniques of industry analysis • Developing a strategy for influencing the industry • Understanding the wider commercial environment
	Day 8: Influencing Key People	<ul style="list-style-type: none"> • Initiating and developing relations with government • Identifying and networking with industry figures • “Selling” the industry
	Day 9: Becoming/Remaining an Industry Leader	<ul style="list-style-type: none"> • Strategies for being an industry leader • Considering the environment • Promoting the reputation of the industry
Trans-formation	Day 10: Responsibilities of Leadership	<ul style="list-style-type: none"> • Review of the responsibilities of leadership • Leadership and transformation • Legacy