

Leading and Managing in the Services Sector – Agenda

Module 1 – Looking inwards

Day 1

Introduction

- Objectives of the programme
- Your personal objectives and expectations

Leadership and management

- Who are you? (part 1)
 - An exploration of your leadership and management qualities
- The qualities of a leader
 - Special considerations for leadership and management in the service sector
- Emotional intelligence and leadership
 - Developing your self-awareness
 - Awareness of others
- What drives you and others?
 - Understanding what drives your own and others' behaviour
 - Using DISC to explore behaviours
- Your preferred leadership style (based on pre-course work)
 - Becoming a flexible leader

Communication skills for leadership

- Developing rapport
- The art of listening with attention and speaking with intention
- The language of influence
- Non-verbal communication, influence and impact
 - 'Reading people' and using that knowledge to develop even better working relationships
 - Thinking preferences and filters of experience
- Giving feedback that sticks
- Making meetings work

Day 2

Leading and managing people

- High performance vs tick-box cultures
- Motivational drivers
 - What do you and your team get from work?
 - Recognising your own and others' motivational drivers
- Goal setting
- Appraisals and performance management
 - Do we need them?
 - How can we make them work for us?

- Competencies and talent
 - Do competency statements *diminish* your value and performance?
 - Talent management and succession planning
- Managing millennials and iGen staff
 - Learning new ways of managing for new generations
- Case studies: dealing with poor performers, average performers with potential and high-flyers

Who are you? (part 2)

- Comparing your self-perception to others' perceptions of you

Bringing it together

- Key learning, action plans and next steps

Module 2 – Looking outwards

Day 3

Introduction

- Review of key learning from module 1
- Objectives for module 2

Strategic leadership

- The importance of strategy
- Defining and refining your strategy
- Strategic opportunities
- Aligning strategy and risk
- Understanding corporate culture
 - Aligning strategy and culture (based on pre-course work)
- Value statements
- Vision and mission statements
 - Do they serve a purpose?
 - How can we make them meaningful?

Leading and managing change

- The business drivers of change
- Strategic and operational change
- Leading and managing change
 - The tools of change
 - Force-field analyses, listening groups and myths and legends
 - ADKAR
 - Psychological reactions to change
 - Systems thinking and change
 - Communicating and implementing change
 - The skyscraper model
 - Kotter vs Balogun and Johnson

Day 4

Facing the changing world outside

- Brand and market positioning
 - Your perceived value in the market
- Client retention
- Automation: blessing or curse?
- Your digital presence
 - Social media and social proof
- Dealing with uncertainty
 - Leading in times of paradox, ambiguity and uncertainty
- Regulation and compliance
 - Integration of compliance into everyday business
- Exploding data
- Financial management
- Your issues – an opportunity for peer coaching

Bringing it all together

Key learning, action plans and next steps