

# Leadership Development Programme

The Smithfield Leadership Programme is a unique approach towards leadership development. It focuses on leadership competency behaviour, providing insight into the way successful leaders operate and providing delegates with the chance to explore, debate and acquire these behaviours for real. This programme brings high calibre people through a series of key leadership experiences that help them to unlock their potential and it is strategically aligned with our Talent Management service.

## 360 Degree Feedback

The appraisal criteria are typically based on the three main competency domains – the thinking domain, the interpersonal domain and the internal motivational domain. These domains are the same as the leadership workshop topics ensuring that the criteria used through the 360 appraisals and the leadership workshops are strategically aligned.

## Leadership Workshops

Being business psychologists we emphasise personal skills and talents when we think about human performance.

Our leadership themes are fundamental capabilities that will help managers to achieve their true potential. They are independent of specific technical managerial knowledge.

We know from our experience and from a wealth of scientific evidence that leadership is made up of three key domains – one’s ability to think deeply and strategically about situations, one’s ability to persuade and influence significant others, and one’s inner belief to work under pressurised scrutiny. Our leadership workshops focus on these three key leadership themes:

| Leadership Workshops   |   |  |
|--|---|--|
| <b>Strategic Thinking</b><br>Leaders need to be at ease working across multiple parallel issues, expanding their thinking across the long term, and making meaningful judgements about implications and consequences. They need to bring ‘newness’ into their thinking, and to be able to think beyond the ordinary. | <b>Strategic Influencing</b><br>Building strong argument to underpin plans of action, and dealing effectively with the human elements of the plans. Projecting stature and credibility in behaviour. Protecting, promoting, expanding, and keeping precious their reputation. | <b>Leadership Resilience</b><br>Leaders need to be prepared to take difficult decisions well in advance of others seeing the need. Holding ones nerve is therefore paramount. Overcoming resistance, dealing with challenges, and recovering from problems and adversities. And throughout, sustaining confidence and self belief. |

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### **Strategic Thinking**

Here we explore the difference between short term operational problem solving and longer term strategic perspective, looking at how to develop the skills and techniques needed to think more strategically and to consider how to take account of wider impacts of decision making, and how to look at ways of stretching time horizons that leaders are currently working with.

We also explore some of the issues relating to business innovation and risk taking and look at ways to improve the culture of innovation, risk taking and the acceptability or otherwise of people thinking differently about their work.

We also look at the issue of transformational thinking and the way in which successful business leaders use the transformational approach to instigate organisational change and transition.

### **Strategic Influencing**

Here we explore the differences between leadership influencing styles, from rational persuasion to political influencing and the gaining and use of power. We explore the issue of personal reputation, how to gain it, enhance it and recover it. We look at the relationship between influence, reputation and the way in which others interpret successes and failures.

We also explore critical leadership skills relating to trust and integrity and the way the close relationship between trust and strategic influence operates in practice.

### **Leadership Resilience**

Here we explore the critical leadership skill of being able to perform under pressurised scrutiny. We look at issues relating to the uncertainty of change management, ways to build resilient thinking, self efficacy, and pro-active coping strategies as well as exploring work-life balance issues that leaders often face.

We discuss and explore ways in which leaders can effectively deal with an uncertain future and to help those around them to deal with it too. And we explore issues relating to the management of employee engagement through the change life cycle.

### **Leadership Projects**

The optional leadership projects are opportunities for delegates to demonstrate their potential in a real life experiential way. The projects themselves are based on a real business need or a real business opportunity. The leaders use their skill and imagination to work up a coherent and practical project plan and spend a sustained period of time delivering on this plan.

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