

A man in an orange high-visibility jacket and safety glasses is working on a piece of machinery, possibly a generator or engine, in an industrial setting. He is holding a hose and looking down at the equipment. The background shows a large industrial building with corrugated metal siding.

Senior Leadership Programme

Workshop Three
Communicating a Consistent Message

Participant
Workbook



Contents

Contents	2
Workshop Overview	3
SLP Objectives	3
SLP Outcomes	3
Workshop Three Timetable	5
Individual Update	6
Thematic Goal	7
Personal Brand / Values	8
PDQ	9
Management Continuum	10
Listening Skills	11
Communication Exercise	12
Leadership Frameworks	13
Observed Exercise	14
Defining Objectives	18
Operating Objectives	19
Next Steps	19
Business Project	20
Further Reading:	21
	22

Workshop Overview

Welcome to Workshop Three of the Speedy Senior Leadership Programme, *Communicating a Consistent Message*.

This workshop focuses on defining the consistent message that you, as a leader, want to communicate within Speedy. It builds on the output of the previous two sessions and aims to help you define the following for your department, area or team.

- A 'Thematic Goal'; the single most important focus right now (next 3 to 12 months).
- Your 'Defining Objectives'; the objectives that will enable accomplishment of your thematic goal.
- Your 'Operating Objectives'; what will you measure to know that the goal is being delivered?

This workshop is accompanied by workshops with Dale Carnegie Training who will focus on communication and presentation skills. As always there will also be a coaching session with your Dove Nest Coach.

SLP Objectives

By participating in this programme, you will,

1. Have established your own leadership proposition,
2. Be accountable and take the initiative for driving proposals to the board,
3. Have built self-awareness,
4. Be able to evaluate the performance of others and give timely and constructive feedback,
5. Understand and value the range of leadership styles required to motivate different people in a variety of situations,
6. Have identified the leadership qualities required for success in complex environments,
7. Be able to lead change and effectively cascade consistent messages,
8. Have explored how you, as a leader, can provide a positive return for Speedy.

SLP Outcomes

By the end of the programme, you will be able to,

- a. Proactively drive change to achieve Speedy's strategic objectives,
- b. Develop others to unlock potential and maximise performance,
- c. Work effectively as a single peer team across the business,
- d. Increase morale, motivation and engagement within their teams,
- e. Consistently communicate and cascade corporate priorities.

Notes:

Workshop Three Timetable

Day One

Time	Content
09.00 – 10.20	Welcome and introductions <ul style="list-style-type: none">• Workshop overview• Personal updates (pre-prepared)
10.20 – 10.40	Break
10.40 – 12.00	Thematic Goal <ul style="list-style-type: none">• Definition and application Personal brand/values – reflection PDQ
12.00 – 13.00	Lunch
13.00 – 14.20	Management Continuum Listening Skills
14.20 – 14.40	Break
14.40 – 16.00	Communication exercise: Colourblind
16.00 – 16.20	Break
16.20 – 17.00	Leadership Frameworks

Day Two

Time	Content
09.00 – 10.20	Check-in Set up observed exercise
10.20 – 10.40	Break
10.40 – 12.00	Observed exercise, feedback and review
12.00 – 13.00	Lunch
13.00 – 15.00	Co-coaching <ul style="list-style-type: none">• Defining Goal and Objectives
15.00 – 15.20	Break
15.20 – 16.40	Business projects <ul style="list-style-type: none">• Planning, feedback and coaching
16.45 – 17.00	Personal commitments Next steps / Workshop review

Individual Update

Please prepare a brief update on your progress since Workshop Two. You will have 5 minutes to update the group.

1. Personal Development

a. What did you plan to do after Workshop Two?

b. What progress have you made?

2. Business Project

a. What are you doing?

b. What progress have you made?

3. Coaching

a. What insights and clarity did you gain?

4. Objectives for this event

a. What do you wish to achieve because of this event?

Thematic Goal

Authenticity

Research 'Authenticity' in a leadership context.

How would you define it?

Personal Brand / Values

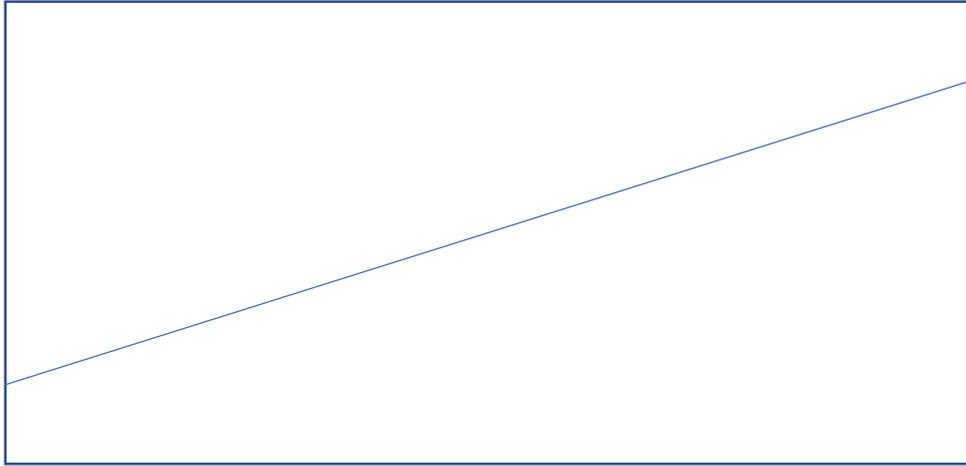
Reflecting on the content of previous workshops, how would you describe your personal brand?

Make a point of reviewing your thoughts and notes from the sessions on;

- Six Critical Questions
- Why?
- Leadership Proposition.

PDQ

Management Continuum



Listening Skills

What were the advantages and disadvantages of not taking notes whilst you were listening?

What extra information did you learn by looking beyond the facts?

How could you apply this at work?

Communication Exercise

Leadership Frameworks

What frameworks exist to define your leadership?

Observed Exercise

Preparation

Observations 1

Observations 2

My Feedback

Thematic Goal

What is most important, right now?

Defining Objectives

What needs to be done to achieve your thematic goal?

Operating Objectives

How will you measure/demonstrate progress?

Next Steps

What do *YOU* need to do to move this forward?

Business Project

What do you need to achieve in the next quarter for your Business Project to demonstrate the progress and development that you want to show?

Further Reading:

- *The Advantage*, Patrick Lencioni, Jossey-Bass



The Speedy Senior Leadership Programme is designed and delivered in partnership with Dove Nest Group.

Dove Nest Group
Millness Mill
Millness
Crooklands
Cumbria
LA7 7NS

015395 67878

www.dovenest.co.uk