

The Advanced Professional Diploma in Managing

A Leadership Development Programme

From

Neil Dawn Associates

and

Leeds Metropolitan University

“Employees are often over-managed and under-led”

Sir John Harvey-Jones

One of the most compelling needs within most organisations to emerge over recent years is the need to develop leaders that are capable of providing direction to their own organisations to ensure their future success and sustainability.

Leaders must be capable of crafting strategies and have the confidence and competence to implement and execute them. Unfortunately, to date, little has existed on leadership development until now.

The Leadership Development Learning Programme will facilitate participants in the development of knowledge, skills and competencies to move away from coping within a chaotic world towards exploiting chaos with elegance and poise.

Neil Dawn Associates in conjunction with the Leeds Business School have developed this revolutionary Post Graduate Diploma Learning programme to fulfil three distinct purposes:

- 1 Provide a Leadership Development Programme, which focuses on issues facing leaders in today's chaotic working environment.
- 2 To facilitate the development of leadership knowledge, skills and competencies in order to exploit opportunities and lead change.
- 3 Provide academic rigour to the programme and enables successful participants to gain a Post Graduate Diploma worth 40 points towards a Master's Degree (180 points).



Some people say that leaders are born not made— we refute that claim.

We believe that managers can also become leaders, it is not ~~easy~~, but it is possible that good managers can make great leaders. However, what is clear, the methods and theories of developing Leaders today are significantly different from the traditional methods for training managers in the past.

Consequently, this “Learning Programme” has been developed differently from traditional programmes, providing participants with a rich vein of understanding and awareness of ones own leadership style in a deeper, more impactful manner.

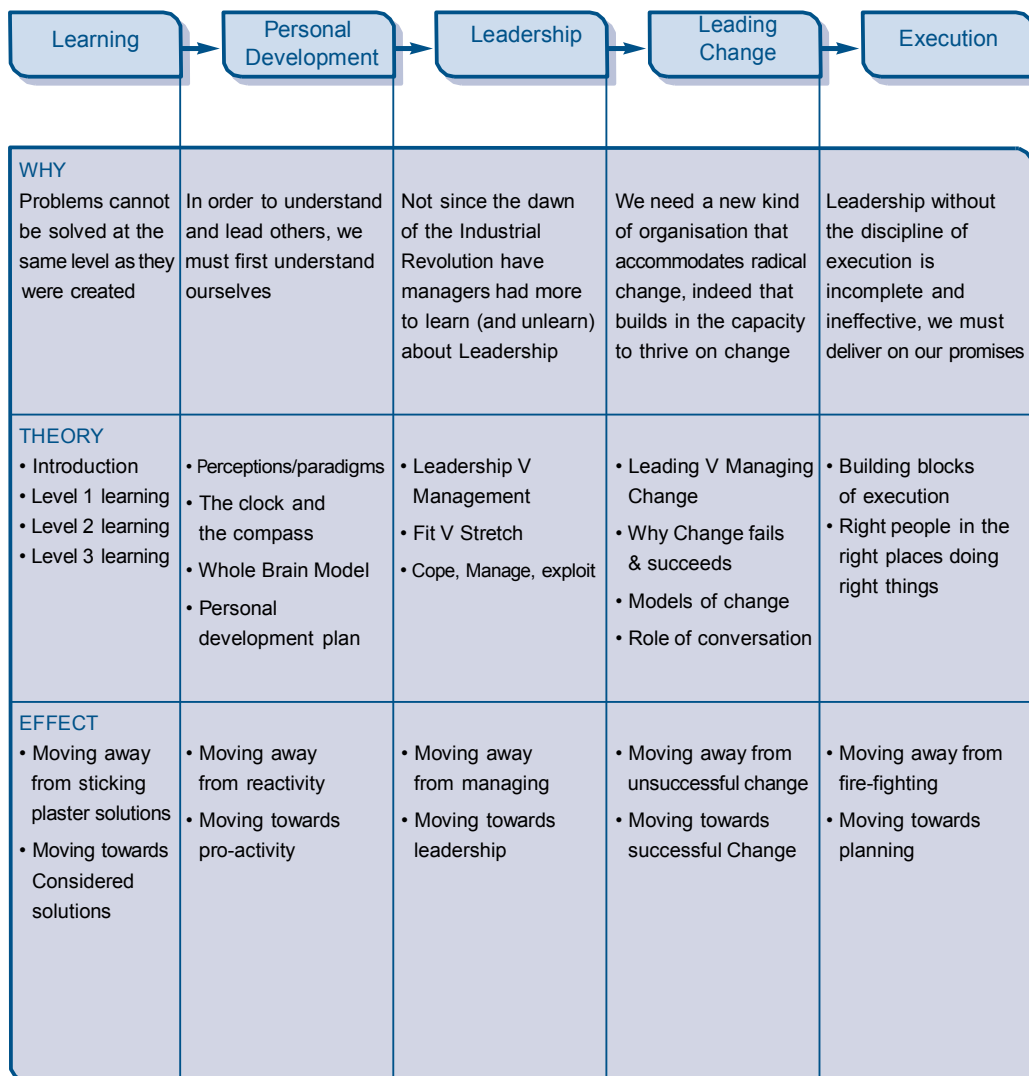
Facilitators have been especially chosen whose learning philosophy mirrors the style of the programme and have been successful in their own right as leaders.

Five Learning Modules have been especially created, transforming hard pressed managers into visionary and inspirational leaders.



Whilst developing know how and knowledge in a step-by-step process the “learning programme” simultaneously weaves a thread of continuous development through all the modules, providing opportunities for participants to make sustainable changes to their leadership style.

MODULE	NUMBER OF DAYS
1 Introduction & Learning	2
2 Personal Development	2
3 Leadership	2
4 Leading Change	2
5 Execution	2



“Problems cannot be solved at the same level as they were created”

Albert Einstein

Einstein suggested that in order to resolve issues and find lasting solutions to problems we must look at a higher level than the one they were created at for robust answers.

Therefore, in this module we explore the spectrum of learning, enabling participants to gain greater insights into how people and organisations learn at three distinct levels:-

- *Single Loop Learning*
- *Double Loop Learning*
- *Triple loop learning*

As a result of the module participants will be able to take a more considered approach to finding solutions to problems, rather than applying sticking plasters.

Participants will be encouraged to utilise these new learning tools and techniques throughout the programme in a safe and supportive practice field. These ‘practice fields’ allow participants to practice new knowledge and skills in safe and supportive environment.

In addition participants will develop reflective practice and argument analysis skills, which forms the basis of the first assignment.



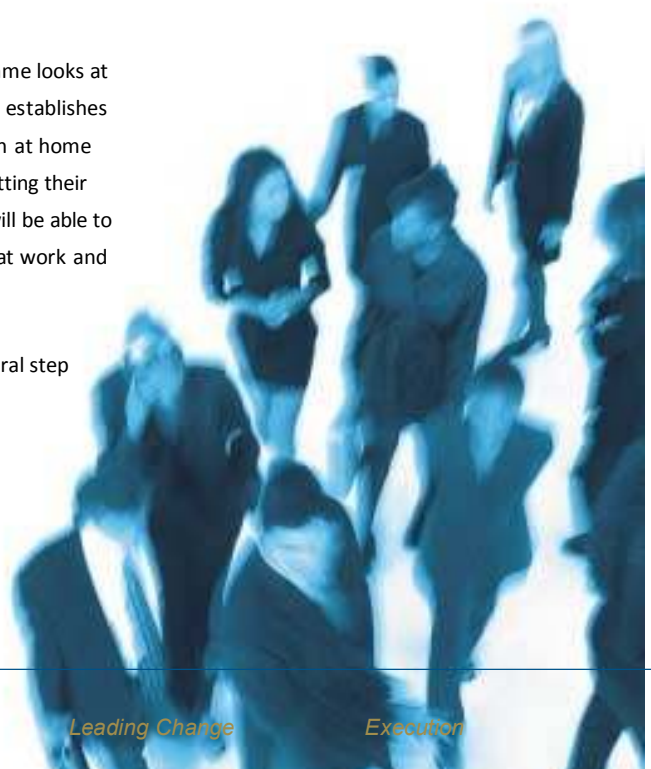
“In order to understand and lead others, we must first understand and lead ourselves”

In this module participants are encouraged to explore and come to a better understanding of themselves. The content of the module has been influenced greatly by the work of Stephen Covey. His work around the area of personal effectiveness and self-leadership has been developed and adapted to enable participants to discover new insights about themselves and identify areas for improvement.

It also links very much with the learning and reflective elements of the first module in that participants identify their own thinking styles and how these impact upon how they manage and lead themselves and others.

In the “Clock and Compass” part of the module the programme looks at the importance setting and maintaining personal direction. It establishes how individuals can lead a more rewarding and rich life, both at home and at work. By examining their beliefs and principles and setting their own priorities to lead a more balanced lifestyle, participants will be able to make choices that will ultimately improve their effectiveness at work and home.

We believe that “Personal Development Planning” is an integral step in bringing these thoughts to reality.



“ Not since the dawn of the industrial revolution have managers had more to learn (and unlearn) about Leadership”

In this pivotal module managers explore two key themes:-

- 1 That the traditional management approach of in these turbulent times is simply “not enough”. Becoming better, quicker and smaller on its own will not “hack it” being different will.
- 2 A new kind of manager is required that is able to combine managing with leading in an elegant and cohesive manner.

Managers throughout the world are trying to cope with the ferocity of the changing world, some try to manage there way through it, we believe it is through exploiting the opportunities afforded by the chaos and constant change that real competitive advantage will emerge.

In this module we combine theories from the first two modules and weave them into the fabric of this one. From the first module we use the 3 levels of learning to examine management and leadership and gain a deeper understanding of why leadership is so important. From the second module we are able to utilise the new insights gained of ourselves to further develop our leadership style.

As a consequence participants identify new processes of leading that followers find engaging and inspiring, bringing activists to the fore and creating leadership at every level in the organisation.



“We need a new kind of organisation that accommodates radical change, Indeed that builds in the capacity to thrive on change”

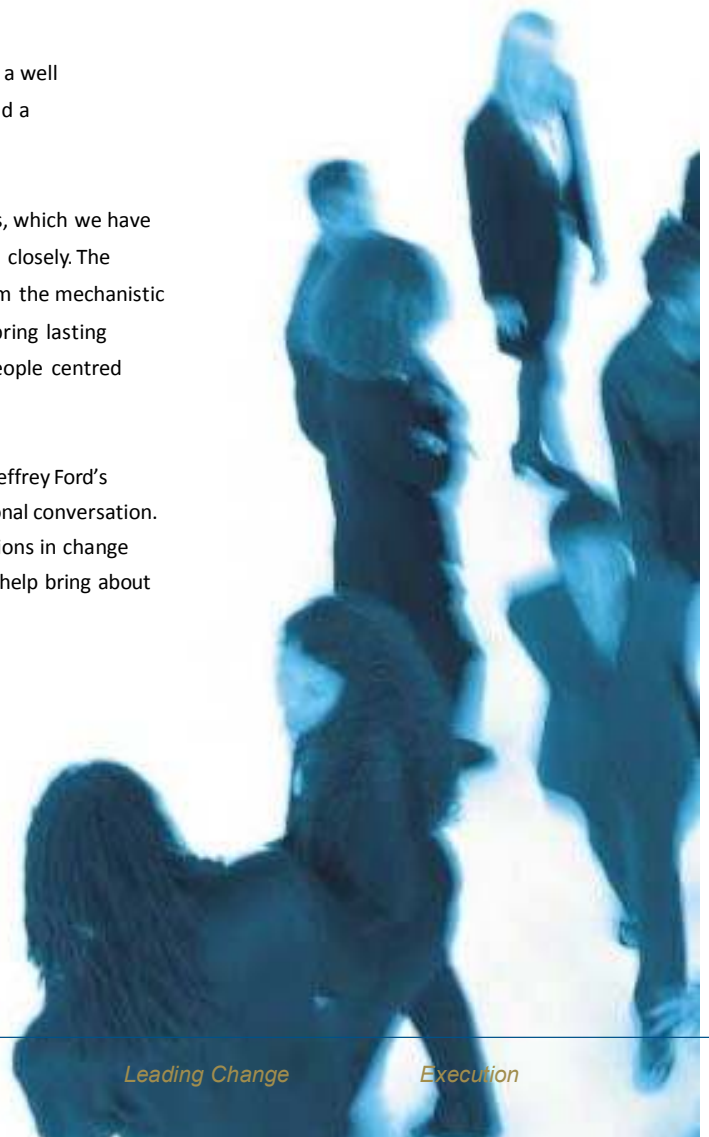
Research tells us that over 60% of all change efforts fail.

In this module we critically analyse why change efforts fail but more importantly we look at what makes change efforts succeed. Using a “case study” specially developed for the programme participants work through a change situation using a systemic approach.

The change models used on this programme interlinks a well known model called John Kotters 8 Stage Approach and a relatively unknown model developed Jeffrey Ford.

Kotter’s model provides us with a step-by-step process, which we have further refined to represent today’s environment more closely. The model provides us with a method of moving away from the mechanistic approaches so often used in organisations that fail to bring lasting change, to a method that moves us towards a more people centred approach deemed to be more successful.

Through each stage of the Kotter model we interlink Jeffrey Ford’s assertion that intentional change is facilitated by intentional conversation. Therefore understanding the importance of conversations in change and then harnessing the power of communication will help bring about sustainable intentional change.



“Leadership without the discipline of execution is incomplete and ineffective, we must deliver on our promises”

The final module builds on the previous four modules, but especially Leading Change. In this module we consolidate the learnings from Leading Change into a real life change process and practice the discipline of getting things done.

Participants work through the “processes of change” developed in the previous module in real life and whilst doing so incorporate the “Building Blocks of Execution” created by Larry Bossidy and Ram Charan.

From these “Building Blocks” we are able to :-

- Display the Behaviours of Essential Leadership
- Create the Frame work for Change
- Have the Right People in the Right Place

From the module participants will learn the importance of delivering on promises, from the Leadership Development Programme a new kind of manager will emerge a more confident and elegant leader.



“Key to making learning a more conscious and deliberate process is the adoption of a certified standard”

Neil Dawn Associates together with Leeds Business School have developed the *Leadership Development Programme* in which successful participants will achieve a Diploma which is equal to a unit at Level 9 on the National Framework.

The Programme will be structured in three phases that will run sequentially over a minimum of six months:

Phase 1 Introduction to Reflective Practice

This phase allows participants to engage in Reflective Practice by gathering data about workplace activities to reveal underlying patterns of behaviour.

Phase 2 - Learning Activities

Participants will undertake a series of learning activities, and attempt to build new skills and understanding into their practice. An important feature of Phase 2 is that for each input delivered, participants can state their objectives, provide a reflective analysis of whatever happens, derive learning points for application at work and show evidence of the transfer of such learning.

Phase 3- Work project using Action Based Learning

This will consist of a work-based project, the purpose of which is to allow participants to demonstrate and develop further the knowledge and skills acquired during the course. Participants will identify an interesting and important issue relating to their work, which is used to initiate a project of work-based learning via planning, action and reflection.





Learning

Personal Development

Leadership

Leading Change

Execution

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