



Aeona
Coaching and Training

Authentic Leadership
and
Engaging Leadership

ILM Development Programmes

Aeona

www.aeona.co.uk

5 Primrose Gardens
Carrington
Midlothian
EH23 4LP

Contact:
Dr Sue Mitchell

Email: sue@aeona.co.uk
Tel: 0845 6436 084



Authentic and Engaging Leadership: ILM Development Programmes

Aeona's leadership programmes support aspiring and experienced leaders on their leadership journey using the principles of emotional intelligence, strengths, values-based leadership and authentic leadership. The programmes are suited for executives, leaders and managers within organisations of all sizes, as well as business owners and freelancers.

ILM (Institute of Leadership and Management) development programmes.

These programmes involve personalised training so that you grow in ways relevant to your own leadership and situation, with a focus on Centered Leadership, authenticity, values and purpose, emotional intelligence and working to strengths. Comprehensive workbooks support your self-learning before and after the live sessions to build your leadership knowledge and continue your development after the live sessions. Both programmes build mastery in the five dimensions of Centered Leadership – meaning, positive framing, connecting, energising and engaging – that contribute to higher leader impact, performance, satisfaction and fulfilment (McKinsey research).

Each programme includes:

- Certificate from the ILM on completion as well as an in-house Aeona Certificate.
- Six months' student membership of the Institute of Leadership and Management (ILM), offering more online tutorials, other learning opportunities and other benefits.
- Guided self-learning through workbooks and recommended reading.
- One 1:1 coaching session and one group tutorial to apply learning to your work and life.

Authentic Self Leadership

This programme takes you on a journey to know yourself and discover your true potential to become an authentic high performing successful leader. The course focuses on looking within yourself and exploring why you act and respond as you do. The course includes a wide range of profiles including emotional intelligence, mental toughness, leadership styles and personality, each with a detailed report that highlights your strengths and suggestions for development if you choose. Through this you gain a deeper understanding of yourself and, equally, a much better insight into the people you work with. Being able to read yourself and other people more accurately helps you become a much better and more informed leader, with greater skills in communicating with understanding and be better placed to inspire others. During the course, you identify your core purpose, your values and your vision or desired outcomes and work out what it is you are great at that will help you achieve them.

Engaging Leadership

This programme continues the journey towards leading others using the principles of emotional intelligence, strengths and values-based leadership to develop the presence to engage and motivate others. The first module focuses on how you can recognise thinking patterns, communicate with meaning, build teams, forge strong relationships and inspire trust. The second module focuses on how you can inspire purpose, direction, vision and strategy in the organisation, encourage positive change, and create an organisational culture and environment that gives people space to be their best and commit to the organisation's success.

Peer support and group membership

Develop strong relationships and bonds with other members of the programme. We facilitate communication through a LinkedIn group and other means and encourage members to interact between programme meetings and continue peer support long after the programme ends.

See the following pages and our webpages for details of the content.

www.aeona.co.uk/aeonaleadership.htm and <http://www.aeona.co.uk/aeonalLMDevProg.htm>

page 3 Why is this course relevant to me?

page 4 What is the business case for investing in leadership development – for my organisation and my people or myself. (Further examples are on the website).

page 6 Authentic Leadership, Emotional Intelligence, Values and Strengths

page 7 Programme outline content

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Why are the Authentic Leadership and Engaging Leadership Programmes relevant to me?

Do you want to be able to

- make ideas happen and get others to believe in those ideas?
- see opportunity in challenges and rise to the challenge?
- be confident, believe in yourself and be your best?
- be grounded and resilient and bounce back from setbacks?
- make well founded decisions and choices that lead to sustainable success?
- feel energised and purposeful?
- create balance in your life: be effective and successful at work with time for family, friends and personal interests; and renewal to give you zest for life and prevent stress?
- instil trust and inspire others?
- influence with integrity?
- create the environment that motivates your people to be their best (and that includes you too!)?
- inspire a shared vision and bring everyone together to achieve it?
- create a positive culture? Whether your business is just you or you lead a team of people, the relationships and culture you create with your people, clients, customers and suppliers affects your own organisation's health, wealth and sustainability.
- create a high performing team?
- engage others to commit their energy and enthusiasm to your project / work / team or organisation?
- join an inspiring and supportive peer group of like-minded people / women / in Midlothian to share experiences, learn from each other and grow together?

Did you answer yes to some or all of the questions? This leadership programme is for you!

Just imagine an organisation where everything lines up...

- Everyone in the business is clear about where it is going and their role in achieving it.
- Daily actions are aligned to the organisation's goals and lead to higher productivity.
- There's no blame or judgement in the culture. Mistakes are seen as opportunities to learn and make constructive changes.
- People are praised, reinforced and encouraged in what they do.
- People are encouraged to have aspirations for themselves and the business and to contribute ideas that lead to more effective ways of working and innovation.
- People look forward to appraisals which are an opportunity to set their own goals for their role.
- The place is relaxed, there's time for humour, time for each other.
- The real values of the organisation are a reflection of the values of its staff.
- Everyone is able to articulate what's special about the business and feels proud to work there.

How well does this describe your organisation? (Relevant for single person businesses as well as larger ones!) How would you like your organisation to be like that?

Signing up to the Authentic Leadership and Engaging Leadership programmes is your first step.

Why is leadership important – to the business and to you as an individual, whether you own the business or are a manager or director?

“Good leaders make change happen. Do this with passion and we will become the company we aspire to be, creating possibilities and delivering value.” CEO

“Great leaders help colleagues discover and release their own talent, appetite and commitment for doing a good job. As many economists already know an empowered colleague is a more productive colleague. A little bit of managerial ‘know how’ also helps but mostly it’s about giving others space to grow and seeing them succeed. Providing the tools to change behaviours, create new opportunities, drive efficiency and raise the bar on standards of service creates a real sense of fulfilment each and every day.” CEO

“Organisations that lack leaders with high aspirations don’t reach their full potential. It inhibits investment, innovation and enterprise and holds back many companies.” CEO

“Most leaders are spending more time managing tasks and not nearly enough time leading people. Leaders fail to engage employees because they are distracted managing the day-to-day affairs and not investing sufficient time in engaging their teams.” Leadership professional.

“To achieve the improvement in performance and health we want across our organisation, we are shifting mindset to one where all our leaders believe: “I recognise that by involving, challenging and coaching I win commitment, ownership and trust. Command and control is sometimes required when we need to act quickly, or tackle gaps in skills or trust. But I understand that micro-management disempowers people and will not build their skills in the long term.” CEO

“Leadership is lifting up your head – bringing your eyes away from what’s immediately in front of you and looking away to the horizon. We know a lot about management and how to control. We have sold out on leadership in favour of management and that needs to change. Leaders need to be in a place where they are thinking about what’s around the corner. It’s fundamental.” Director

“After some difficult years, we are now investing in growth and in our people. That’s tangible evidence of our commitment to improving the performance and health of our business. We are committing to leading in a way our people and our business deserve. The first step is to look in the mirror, to better understand the impact we have on people and be open to changing the way we behave if that is getting in the way. It means moving away from an authoritative leadership style to one where we support our people to achieve more than they think is possible, equipping them to tackle tough issues. Best practice shows that by adopting a “challenging” leadership style we can create the conditions for people to succeed and share our determination to make our company succeed. We want to give people the space to lead and the environment in which they feel empowered to act. The time we personally invest in building the capability and passion for continuous improvement and learning will improve our company’s ability to out-perform in the long-term.” CEO

“Most organisations are still run largely on command, comply and control, which means managers just ‘manage’. As a result managers, staff and customers often feel frustrated, unvalued and unappreciated. Organisations have developed processes to streamline procedures and create consistency which probably worked well at the time they were created but are stifling the way people work now as the environment has changed. Yet it takes a shift in mindset to believe it is possible to question the system, to not just comply but suggest a better way. Successful organisations create a sense of purpose and encourage a growth and learning mindset to continually adjust with the times. Managers focus on collaboration and empowering others, are mindful of values and context, take the time to know what motivates their team, connect with people at a deeper level than just targets and express care, compassion, kindness, consideration. They create an environment where people feel valued and appreciated and are more committed to their work. The results? Communication improves and is more meaningful, productivity blossoms and overall performance is higher, both financially and in terms of a healthier sustainable workplace.” Leadership professional.

“Strategy and plans are not enough without a clear sense of purpose and direction. Leaders can make a difference by speaking frequently with people about our company’s purpose, strategy and values. This will raise aspirations for what we can become as a business, helping people to understand how they contribute and motivating them to play their part in making it happen. Leaders can take people to places they would not go on their own which is why we are committed to building the skills of all those who lead.” CEO

Research has shown that

- Leadership is essential in high performing organisations.
- Leadership is critical to business success and organisational health.
- Leaders who invest in their personal growth and mastering centred leadership achieve more both professionally and personally and are more satisfied with their performance as leaders and their lives in general. They are better able to manage the pressures of responsibility, balance home and work life and feel energised and fulfilled.
- Extraordinary leaders create significantly more economic value for their organisations.
- An inspirational business leader can make you feel like anything is possible and be proud to work there; to believe in what the business is doing, what it stands for and that what you do makes a difference; to believe it is worthwhile putting in time and effort and be committed to giving your best to make it happen.
- It is not just about leadership skills and training, but aligning business strategy with a set of leadership values that prioritise what matters and is important to the organisation. It is about translating the values into day-to-day behaviours that demonstrate those values, and align with operational activity. Creating this framework helps people at all levels make day-to-day and strategic decisions so all in the organisation are pulling together in the same direction, even in new situations that have not been experienced before.
- Leaders and people in the organisation who live and work by the values create a positive culture with high commitment resulting in high performance which is sustainable in the long term and robust even under pressure.
- Leadership behaviour determines staff attitudes to work, well-being and organisational performance. Leaders using a style of 'engaging with others' significantly increases team performance and productivity, and team morale and wellbeing. This applies irrespective of formal leadership status in the organisation. It is most effective when organisations have identified accepted behaviours and ways of being in 'day to day' interactions and communications that apply to everyone in the organisation at every level, not just managers.

"If you want to change your organization for the better and to make the changes stick, you must focus on its long-term health even as you push for higher performance now. Our research suggests that many companies fall from grace because of an excessive bias toward a static view of managing performance. At least 50% of any organization's long-term success is driven by its health. The link between health and performance is good news. Unlike many of the key factors that influence performance—changes in customer behaviour, competitors' moves, government actions—your health is something you can control. The case for health starts with an understanding of how it relates to performance. Performance is what an enterprise delivers to stakeholders in financial and operational terms. It is evaluated through such measures as net operating profit, return on capital employed, total returns to shareholders, net operating costs, and stock turns. Health is the ability of an organization to align, execute, and renew itself faster than the competition to sustain exceptional performance over time. It comprises core organizational skills and capabilities, such as leadership, coordination, or external orientation, that traditional metrics don't capture." Scott Keller and Colin Price authors of *Beyond Performance: How Great Organizations Build Ultimate Competitive Advantage*.

"Leaders who use styles that positively affect the six key factors that influence an organization's working environment (climate) have decidedly better financial results than those who do not. These factors are:

- *flexibility* – how free employees feel to innovate unencumbered by red tape;
- their sense of *responsibility* to the organisation;
- the level of *standards* that people set;
- the sense of accuracy about performance feedback and aptness of *rewards*;
- the *clarity* people have about mission and values;
- the level of *commitment* to a common purpose.

The business environment is continually changing, and a leader must respond in kind. Hour to hour, day to day, week to week, executives must play their leadership styles like a pro – using the right one at just the right time and in the right measure. The payoff is in the results." Goleman, Leadership that gets results, Harvard Business Review.

Emotional intelligence (EI) is a key factor for high levels of organisational performance and employee engagement. A Carnegie Institute study concluded that 85% of financial success comes from human engineering and only about 15% from technical skills and abilities. The human engineering is all about who you are as a person and your EI and the way that impacts how you lead and engage your people. Leaders who develop higher EI are better able to create great organisational health, high employee engagement and produce more powerful business results. Gallup research shows that organisations with higher employee engagement have lower absenteeism, staff turnover, safety incidents and quality incidents, and higher customer metrics, staff satisfaction, productivity and profitability. Email Sue if you would like a copy of reports.

Authentic leadership

Effective leadership is about achieving a purpose and is all about influence, trust and integrity:

- Influence to inspire and motivate people who choose to follow your lead and work together to achieve a common purpose. Your followers give more than staff who are just doing things because the job title demands it.
- Your influence as a leader is much more effective the more your followers trust and believe in you. Trust is not a scarce resource – we can all have more than we need, though it needs to be nurtured. Trust is fragile – once squandered, it is often impossible to regain. The Institute of Leadership and Management (ILM) research has shown that trust is a critical factor in effective leadership at all levels.
- People trust, respect and listen to leaders who are authentic. Who you are speaks far more loudly than anything you could ever say – it is the impact of who we are being as we speak and act that leaves the greatest imprint on others. Our thoughts, attitude, beliefs and values shape who we are, and are strongly influenced by our childhood and upbringing. Authentic leaders work on knowing who they are and what they stand for. They invest in themselves and grow as leaders by being self-aware and reshaping their beliefs and values, taking on those that are positive or empowering and discarding those they have outgrown or are limiting. Authentic leaders walk their talk and live by their core values.
- Effective Leadership involves a balance between who and what you are, what you know and what you do, and a balance in focus of what you do between achieving the task, engaging individuals and building the team.
- Authentic Leadership links who you are as a person, i.e. your beliefs and values, with how you lead and manage, i.e. your thinking and behaviours. Your leadership style is intensely personal; no two people will ever lead in exactly the same way. Real leadership starts with being yourself. Authentic Leaders aspire to be their best selves, even though that can be a daunting prospect. However, being yourself is not quite as simple as it may at first appear. You cannot be yourself until you know who you are at your core and what has made you the leader and the person that you are today.

Values and Values-based leadership

Our values reflect what is important to us and our motivations. Our values and our beliefs (whether conscious or unconscious, positive or limiting) drive our decision-making. As leaders, the more we can raise our awareness of our own and our organisations' values and beliefs to a conscious level, the more we can: use values as guiding principles to make fully informed decisions in alignment with our purpose; improve performance by evaluating and addressing limiting beliefs and values; reduce conflict; and create an energy within ourselves and our organisation. Leaders' values and beliefs influence the culture of the organisation.

Emotional Intelligence

As you work your way higher up in an organisation to the leadership levels, what makes the difference to your success is no longer your knowledge, capability and technical skills, but rather your people skills: how well you relate to another person, your social and interpersonal behaviours. This is your emotional intelligence. Numerous surveys in the US and UK have reported that leaders who are high in emotional intelligence experience less stress, enjoy better health, perform more effectively at work, gain others' co-operation, deal effectively with change, and stay employable. Research has found four crucial elements for successful leadership and avoiding derailment: The ability to establish good interpersonal relationships, to control one's emotions, to manage stress and to maintain a positive disposition.

Working to Strengths

Strengths are “pre-existing patterns of thought, feeling and behaviour that are authentic, energising and lead to our best performance,” as defined by the Centre for Applied Positive Psychology at the University of Pennsylvania. Greatness comes from building strengths not eliminating weakness: strengths need to be nurtured while weaknesses should be recognised and their impact minimised. This can involve choosing activities that play to your strengths and collaborating with people who have strengths in your areas of weakness. Knowing what you are best at and using your strengths to be part of something you believe in contributes to leading a meaningful life. Identifying your strengths is associated with higher happiness and optimism and lower rates of depression. Evidence shows that a leader's or manager's optimism predicts their project performance.

Programme Summary

Authentic Self Leadership – Knowing yourself and others

The Authentic Self Leadership programme establishes a strong foundation to truly know who you are and what you stand for, so you can BE confident and authentic in what you DO. The course establishes a foundation in what you KNOW about leadership and leadership styles, which is essential in addition to your technical knowledge relevant to your field to be effective in a leadership role.

A four day course ideal for both aspiring leaders and established leaders who want to excel and develop the mind-set, attitude and behaviours of successful and authentic leaders. This course is for people who want to develop a greater level of leadership using the principles of values, signature strengths and emotional intelligence. As this personalised training develops self-awareness and self-leadership, it is relevant for delegates from many situations, including directors, managers and leaders in small and large organisations, business owners and also freelancers and sole traders. There are no formal entry criteria and delegates receive an ILM certificate on completion.

Aims and objectives - for delegates to:

- Become self-aware of who they are as a leader.
- Enhance their influence and act with confidence.
- Understand motivation, leadership models and emotional intelligence.
- Apply leadership concepts and frameworks in their own work with the support of a coach.
- Re-energise their work and personal development, understand themselves and others better and work to their strengths.

Summary Content

LI – Module 1: pre-course

- Complete personal profiles and with reports for most available before module 2 to give time for you to assimilate the information. Profiles include Emotional Intelligence EQ-i 2, Mental Toughness MTQ48, Leadership Styles ILM72, Personality, Engage and working styles profiles.
- Self-learning through workbooks.

LI – Module 2: Four highly interactive, participatory and experiential days.

- Understanding leadership and followership: an introduction to leadership models and theory and putting it into practise
- Exploring the roles of Mindset, Values, Vision, Purpose, Motivation, Trust, Emotional intelligence and Mental Toughness.
- Self-awareness: knowing who you are, what you stand for and your strengths.
- Leadership behaviours, creating a leadership matrix.
- Setting goals: clarifying your leadership journey, creating your personal development plan, setting your goals and outcomes for the programme, creating a personal leadership journal.

Engaging Leadership

The Engaging Leadership programme builds skills in influencing others. Effective influence and engaging others involves effective communication – not just in the words you say, but how you say them, and the way you listen, and the way you show understanding of other's perspectives and motivations, and how you create highly performing teams.

Engaging leadership is a five day course over two modules (3 days and 2 days) focused on leading others using the principles of emotional intelligence, signature strengths and values-based leadership. There are no formal entry criteria and delegates receive an ILM certificate on completion.

Aims and objectives - for delegates to:

- Communicate effectively as authentic leaders.
- Develop skills to influence with integrity.
- Understand the dynamics of teams and individuals.
- Apply leadership and team concepts in their own situation.
- Lead change
- Create the organisational culture and environment that inspires high performance

Summary Content

L2 – Module 1: Influencing and inspiring others Three highly interactive, participatory and experiential days

- Communication for Leaders: influencing, persuasion, negotiation
- Thinking patterns
- Motivation
- Developing trust
- Teams and followership
- Leadership styles, team roles and personalities
- Creating high performing teams
- Leading teams with aligned values and common purpose and vision.

L3 – Module 2: Leading the organisation Two highly interactive, participatory and experiential days

- Leading through change
- Innovation and creativity
- Strategy and leadership
- Organisational culture
- Collaboration and partnerships
- Ethics and CSR (Corporate Social Responsibility)

Programme Dates 2013 - 2014

| Programme | Dates | Venue |
|----------------------------|-------------------|------------------------------|
| L1 - Open | July 11,12, 18,19 | Edinburgh Training Centre |
| L1 - Open | Aug 12-15 | Edinburgh Training Centre |
| L1 - Women Leaders Special | Aug 28-31 | TBC, Edinburgh or Midlothian |
| L1 - Midlothian Special | Sep 3,4, Oct 1,2 | Newbattle Abbey College |
| L1 - Women Leaders Special | Sep 7,8, 28, 29 | TBC, Edinburgh or Midlothian |
| | | |
| L2 - Open | Oct 28 - 30 | Edinburgh Training Centre |
| L2 - Women Leaders Special | Nov 23 - 25 | TBC, Edinburgh or Midlothian |
| L2 - Midlothian Special | Feb 3 - 5 2014 | Newbattle Abbey College |
| | | |
| L3 - Open | Jan 30, 31 2014 | Edinburgh Training Centre |
| L3 - Women Leaders Special | Feb 22, 23 2014 | TBC, Edinburgh or Midlothian |
| L3 - Midlothian Special | Mar 4, 5 2014 | Newbattle Abbey College |

The courses run from 10:00 to 17:00 and include lunch and refreshments.

Course fees – please see the website or contact Sue Mitchell at Aeona.

Grant Funding

Grant Funding is available from Skills Development Scotland. These leadership programmes fit the criteria for the type of training that is supported by FTO funding for 50% of pre-VAT costs up to £500 per training episode per person. You will need to apply for the grant and demonstrate that you/your business are eligible and that you satisfy other conditions. See <http://www.ourskillsforce.co.uk/develop/flexible-training-opportunities/> for details.

Email Sue Mitchell at info@aeona.co.uk for further information or to book your place. Please let me know if you are planning to apply for FTO grant and if you would like some help with that too.



About the facilitator and trainer, Dr Sue Mitchell

I am an experienced leadership development professional, executive coach and Director of Aeona Limited. I work with individuals and organisations ranging from start-ups to corporates, the public sector and third sector, that seek to flourish and thrive in today's rapidly changing world. My value is helping people change their mindset and connect with their values and empowering beliefs. I specialise in helping people shift from the 'expert mindset' of "my value lies in doing the job, knowing the answers, giving solutions to people's problems and making sure we maintain standards" to the 'leader of experts mindset' of "my value is in inspiring my people to pull together in one direction and recognising their expertise to do their job their way to deliver outstanding results at or above the required standards." Leaders who make this shift in mindset usually find a lot of time management issues disappear as well!

I am currently a member of the team delivering a large leadership transformation programme designed for 2000 managers at a UK-based international company. I am also currently working with the management team at a 12-person organisation to transform their leadership, culture and organisational health.

I bring a unique wealth of experience and perspectives to my role as a coach, trainer and facilitator – as challenger, inspirer, questioner, supporter and facilitator of change. I also offer people insights from my own experiences in business and consulting, leading expeditions to the South Pacific, research in evolutionary biology, training scuba diving instructors and travelling internationally. I have qualifications in coaching, training and leadership and I invest regularly in my own development and CPD. I am a member of the Association for Coaching, Institute of Leadership and Management, and Institute of Directors.

A few testimonials – a taste of what others have said about attending Sue's training and courses.

"It is really good to get a reminder of our awareness. The workshop was well delivered and having to answer questions and think about things I don't know the answer to worked well for me."

"I thought we knew each other quite well as a team before, but now that's so much deeper. Sharing our values and how we all see our own and each other's strengths has been enlightening. We are all much more connected to a shared sense of purpose and recognising how we each contribute to that is energising - knowing what we are about and how we will achieve that and grow the company."

"Working with values was enjoyable and at the same time challenging to make myself really think it through. This is all helping me be much clearer on what I want to do and how I am making decisions."

"I liked the exercises and having time to think about things."

"The relaxed atmosphere of the session and the confidence of the speaker made it work well. I enjoyed the learning experience and sharing of ideas within the group."

"The resources available and the course notes / workbooks were very comprehensive."

"I have more confidence and am more effective in my role in general as a result of the course. I liked the opportunity to meet colleagues from different areas of the organisation and sharing experiences and learning new skills."

"It helped me think in a different way."

"I found it really interesting speaking with other people about their views/experiences. Now I want to realise my own goals and try to get there."

"Found the whole motivating and refreshing."

"Excellent detail and open group discussions."

"Very well organised and allowed room for us to contribute."

"A reminder of how much we can affect change in our lives."