



<u>Tier Two Executive Leadership Academy</u> <u>Accredited by the ASAP</u>







Session	Agenda	Date
Session 1: Teamwork and building trust Objectives: To describe the stages of group development and how to develop trust within the team To understand how to	 Agenda Personal course objectives Agree NORMS Window Pane Exercise Stages of group development Team Typing Action Plan 	Thursday 7 th September 2017
 To understand how to progress teams through the stages To establish your Belbin Team Type To agree group NORMS for the programme Action Plan 	Action Plan	

Delivery style will be interactive, informative and relevant to the context of managing serviced apartments.

Tutor input, role plays, case studies and group work will provide variety and enhance learning for all participants.



Purpose: How to build a high performing team

Janice Ward



You will focus on:

- Gaining a practical understanding of how to build a high performing team
- to progress your team through to stages of team development

- Getting to know you activities to build trust within your team
- Stages of team development
- Belbin team Roles
- Characteristics of high performing teams







Session	Agenda	Date
Session 2: Myers Briggs and Making Every Conversation Count	Complete MBTI profile	Thursday 5 th
Making Every Conversation Count Objective: To gain insight into Myers Briggs: • Where you get your energy • How you take in information • How you make decisions • How you live your life	 Self-assessment Ascertain 'Best Fit' What does this mean? Change and Myers Briggs Taking in the whole message Body language Tone of voice 	October
 To analyse what this means for you and the team To focus and practice the skills of effective communication 	Active listeningQuestionsAction Plan	

Delivery style will be interactive, informative and relevant to the context of managing serviced apartments.

Tutor input, role plays, case studies and group work will provide variety and enhance learning for all participants.

Myers Briggs and Making Every Conversation Count Purpose: To gain insight into Myers Briggs profiling and how this can influence your conversations Jance Ward

You will focus on:

- Discovering your Myers Briggs Profile
- Improving the quality of your conversations

We will co

- Myers Briggs profiling
- Communication cycle
 Great listening techniques
- Funnel technique for asking questions







Recognised project frameworkStakeholders	Thursday 9 th November
	November
• Stakeholders	
• Scope	
 Project controls: Finance, scope and risk 	
 Commence work on group project 	
	scope and risk • Commence work on group

Delivery style will be interactive, informative and relevant to the context of managing serviced apartments.

Tutor input, role plays, case studies and group work will provide variety and enhance learning for all participants.

Leading a project
Purpose: To use
Purpose: To use
project tools within
a recognised
framework to
improve how you
manage projects
lan Barniotzer and Jannee Ward





You will focus on:

- Working within a project framework
- Exploring the role of stakeholders
- Scoping and controlling the project

- Project framework
- Managing the stakeholders Scope and scope creep
- Controls: Risk and Finance
- · Launch your group project





Delivery style will be interactive, informative and relevant to the context of managing serviced apartments.

Tutor input, role plays, case studies and group work will provide variety and enhance learning for all participants.

Leading a Team Purpose:To review theories of leadership and gain techniques to improve agility and effectiveness Janica Ward

You will focus on:

- Reviewing the characteristics of leadership and management: where is your focus?
- Exploring the concept of dysfunctional teams and how to overcome them
- Reviewing motivational theory and how to practically apply this in work

- Leading and managing
- Agility of leaders
 Action centred leadership
- Five dysfunctions of a team
- Motivation in practice







Session	Agenda	Date
Session 5: Personal Organisation and Effectiveness Objectives:	 Create a personal vision Assess long and short term planning to achieve vision 	Thursday 18 th January 2018
 To create a personal vision To explore how to use a personal vision to plan and prioritise work To develop a sense of urgency that requires the team to delegate and empower their direct reports to take ownership and accountability 	 Personal organisation and effectiveness Be able to prioritise by understanding what is urgent and important Delegation Empowerment Action Plan 	

Delivery style will be interactive, informative and relevant to the context of managed serviced apartments

Tutor input, roles plays, case studies and group work will provide variety and enhanced learning for all

Organisation and Effectiveness

You will focus on:

- Creating a personal vision
 Setting long term goals
 Exploring how to prioritise your work and plan effectively
 Refining your delegation style

- Personal vision
- Goal setting Pprioritisation
- Procrastination
- · Weekly planning
- Delegating Empowerment







Delivery style will be interactive, informative and relevant to the context of managed serviced apartments

Tutor input, role plays, case studies and group work will provide variety and enhance learning for all participants.



You will focus on: Understanding how legislation impacts recruitment Effectively planning, preparing and conducting an interview



- · Structure of an interview
- Skills for interviewing







Session	Agenda	Date
Session 7: Coaching for Performance To understand your default style of leadership To build the skill base and expertise to coach with confidence To develop the concept of speed coaching To ensure a productive environment by developing the skills of giving effective feedback	 Spectrums of leadership What is coaching? Skills for coaching GROW Model for coaching Speed Coaching Giving effective and timely feedback Practice 	Thursday 8 th March

Delivery style will be interactive, informative and relevant to the context of managed serviced apartments

Tutor input, role plays, case studies and group work will provide variety and enhance learning for all participants.











Session	Agenda	Date
Session 7: Managing Performance and tough conversations To gain insight into employment law How to manage within the law Carrying out informal performance meetings To become familiar with the funnel technique Developing others Explore and practice how to utilise these skills and to manage an measure performance	 Manging within the law Skills and Will issues Structure for an informal performance conversation Recording the conversation The funnel technique Manging performance conversation role plays with the assistance of p[professional actors 	Thursday 12 th April

Delivery style will be interactive, informative and relevant to the context of managed serviced apartments

Tutor input, role plays, case studies and group work will provide variety and enhance learning for all participants.



You will focus on:
Increasing your knowledge employment law
Holding informal performar conversations
We will cover:
Employment Law
Ouestion techniques
Skill and will issues
Framework to use for performance conversations

Practice







Session	Agenda	Date
Session 8: Engaging others through leadership presentation skills Objectives: Develop a structure upon which to build an effective presentation Gain confidence to engage your audience Design professional and appropriate support materials	 Structure of a presentation Developing appropriate content for your audience Communicate with confidence Making nerves work for you Preparing and using your notes Handling a challenging audience Write and deliver a presentation 	Thursday 10 th May

Delivery style will be interactive, informative and relevant to the context of managed serviced apartments

Tutor input, role plays, case studies and group work will provide variety and enhance learning for all participants



You will focus on:

- Developing appropriate
- Communicating with confidence

- Key messages
- Structure
- Style
- Nerves
 Memory techniques
- Handling the audience







What our clients say about us......



Stephen Hanton: CEO Commercial:

I have worked with Janice both as her direct manager and as a user of her customised training programmes. In both, and all, Janice has been excellent for my operating businesses.

As a Consultant delivering training programmes I have used Janice at the three businesses that I have run (Hyde Park Residence, a 5* Serviced Apartment block on Park Lane, London), BridgeSteet (a US based Serviced Apartment company operating +1500 units in the UK) and more recently, SACO, a rapid growth Serviced Apartment business owned by Oaktree Capital Management.

I have worked with Janice to deliver Junior and Senior management training on core management competencies . Janice is currently running our Aspire Management Development Programme , a bespoke modular programme developing skills and team spirit of 12 managers. We are now on our second programme and the feedback has been excellent, with many specific cases of learning turned into practice.

We are now also using Janice for team coaching sessions with select managers and on very specific, one-to-one coaching at Executive level.

Janice is experienced, qualified, energetic, engaging, considered, practical and adaptable.



On behalf of my team I wish to thank you all for your great management dedication and performance during our event.

The first impression and feedback I received from the whole team was very positive!

I wish to have this "team event" process continued and I plan to have a dedicated evaluation session in our next department meeting in September.

It will be very useful to have your report, and view as "experienced outsider" I will indeed appreciate that. Kind regards

Amnon





Amnon Ginati, Prof.Head of Integrated & Telecommunications related Applications Department Directorate of Telecommunications & Integrated Applications, European Space Agency



Our Interns are all safe and sound and in their respective destinations before they attend their 1st MACH event – Winter School in February ©

I would like to THANK YOU for the partnership, professionalism and dedication towards this program. I must add that you have gone out of your way and beyond timelines to help support us and all our interns professionally and personally. You took time out for our new additions and brought them up to speed with the entire batch on all occasions. Our interns have definitely gained a lot and will continue to be in touch as you have greatly inspired them.

Regards

Pooja Shemar and The MEA Internship Team



First Level Leadership gives aspiring managers or very new managers the foundation that they need to be an effective first manager or supervisor. Forward create an environment that provides the right balance of challenge and support for a delegate to feel safe to step out of their comfort zone with the confidence to try working in different ways." Penny Cooke, Group Learning and Development Manager







Janice uses her professionalism, experience and insight to tailor and deliver development and coaching solutions for groups and individuals at all levels within organisations. She ensures that people enabling people learn and apply pragmatic behavioural solutions for their own benefit and that of their business.

Anne Lewis, Learning and Development Specialist