

FREE TO GROW

4 C Leadership

The role of leaders is to mobilise others to get extraordinary things done in organisations. Inspiring others to believe in what they do, deriving value and satisfaction from it and being committed to the organisation and its objectives, is critical in the process. This, in essence, is what employee engagement is about.

The benefits of employee engagement have been verified by research from e.g. The Hay Group, Gallup and the Corporate Leadership Council. This research has proved that organisations with engaged employees out-perform organisations with comparatively low engagement by an average of 47% across all key business metrics.

In all studies on drivers of engagement, one thing is clear: no-one impacts the state of engagement more than an employee's immediate leader.

Leaders need to create a climate where employees to want be and want give their best to the organisation. The following 4 C's are critical to their ability to do this:

1. Credibility:

People trust leaders when their words and deeds match. Leaders therefore need to 'walk the talk' and role model what they expect from their people – they need to show credibility, which is the foundation for being able to engage employees.

2. Connection:

Leadership is about relationships. The ability to build and maintain meaningful relationships is therefore crucial as an entry point to engaging employees. Connecting, however, goes beyond this to include connecting individual team members to each other, building a team and connecting them to the organisation by showing the link between what they do and what the organisation needs. The quality of all of these directly affects engagement levels.

3. Contribution:

Motivating and encouraging employees to contribute fully is important. Equally important is creating a climate where contributions are recognised and valued, which strengthens others and builds pride.

4. Communication:

Creating dialogue about what matters so that employees experience that they are being valued as 'informed partners' instead of being merely 'the hands that are needed to do the work.'

As it is often assumed that the above competencies are in place in leaders, leadership development programmes frequently do not address them, or if they do, tend to briefly gloss over them. However, 10 years of training thousands of managers/leaders has shown Free To Grow that critical gaps often exist in the 4 C's.

4 C Leadership has been designed to develop the capacity in leaders to exercise leadership at its best. The programme actively develops the skills they need to demonstrate the 4C's and inspires them to set the tone and lead by example. Leaders then become the change they want to see in the organisation. In the process, they not only increase their own performance, but also that of the people they lead.

"The 4 C Leadership programme has been invaluable in developing the inner capacity of our talent.

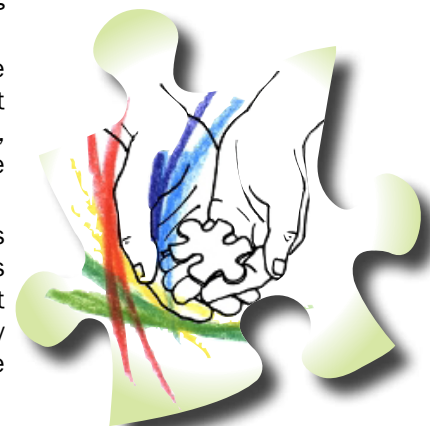
It has assisted our talent to become more confident as individuals, leaving them engaged and motivated to take accountability for their own development, both personally and professionally.

It has had a huge positive impact in our organisation and has contributed to increasing our retention rate for our key talent significantly."

Debby Walters,
Senior HR Manager,
Talent Development, TFG

"It was a real breath of fresh air. This is one of those courses which will add tremendous value in our business."

Sagie Pillay
Production Manager: Cut-size,
Mondi



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Programme overview

Module 1: Employee Engagement

1. Employee engagement and the role it plays in organisational success
2. Different kinds of engagement and the impact of each on retaining your best talent and influencing people to contribute fully
3. The role of senior and middle level leaders in building an engaged workforce

Module 2: Credibility

1. What people most look for and admire in leaders
2. What setting a positive example and modeling the way is about
3. The link between credibility and Emotional Intelligence (EQ)
4. A closer look at self-awareness: Why understanding yourself and identifying what drives you is essential if you want to be effective as a leader
5. Assessing your level of self-esteem and how this influences the people you lead
6. The match (or mismatch) between your personal values and that of the organisation and how this ripples through in your behaviour

Module 3: Connection

1. Building and sustaining a meaningful connection with each member of your team
2. How to develop a stronger connection and cohesion in your team and build a sense of community and common purpose
3. How to encourage employees to play an active role in problem solving and innovation and to make a more meaningful contribution in team meetings
4. Characteristics of meaningful work and how you can help your employees experience more of this

Module 4: Contribution

1. Debunking the myths about motivation and discovering what really inspires employees to be and give their best
2. Becoming aware and utilising the talents of the people you lead more fully
3. Ways to keep motivation high through fun, reputation, purpose and challenge
4. The role of reward and recognition in sustaining positive contributions:
 - * Keys to tangible and intangible rewards that have the greatest impact
 - * The importance of day to day recognition: what the latest heart research says about the impact of appreciation and how to give recognition in a way that encourages people to continue to perform at their peak
 - * How to bring more joy and celebration into your team's efforts
5. Leading in a way that shares power and information and still maintains accountability

Module 5: Communication

1. The importance of creating meaningful dialogue about what matters in the organisation and how this impacts employee engagement levels
2. Keys to:
 - * V&V (vision and value) conversations: how to plant the organisation's and departmental vision and values in people's hearts
 - * Solution conversations: using the latest brain based research to help people think better about challenges they are facing so that they can move beyond problem thinking to solution thinking
3. Understanding the difference between the various levels of internal communication so that you know when instructing, informing, consulting, involving and empowering would be most appropriate to achieve the results you require
4. Determining the pros and cons of different communication channels (e.g. e-mails, memos, individual or team meetings) so that you can communicate different kinds of messages effectively.

Target group

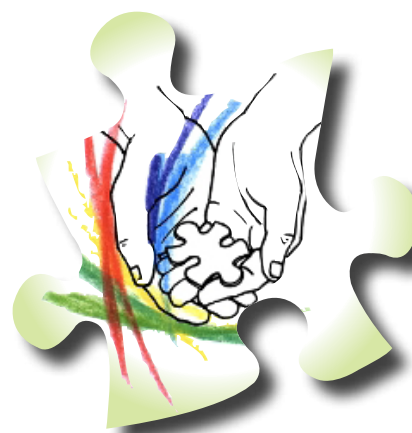
Managers in the Manage Others and Manage Managers layers of the Leadership Pipeline.

Duration and group size

Four days. Ideally 16, maximum 20 participants per workshop to ensure individual attention.

“The programme was unbelievable – definitely the most meaningful I have attended in 20 years. 4 C Leadership was definitely a very worthwhile experience. It was especially valuable to have been able to attend this with my senior management team. Andre is a brilliant facilitator.”

Ken Viljoen
CEO SA Golf Development Board



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