

Leadership & Coaching Workshop

The story behind the Leadership and Coaching Workshop

Leadership begins where management ends, where the systems of rewards and punishments, control and scrutiny, give way to innovation, individual character, and the courage of convictions.

Organisations largely have the challenge to lead their staff in order to get extraordinary things done. This requires inspiring and motivating, to move people to action, to communicate effectively and to strengthen the confidence of a cohesive and spirited team.

Objectives

The primary purpose of this workshop is the development of **Commercial Excellence** through **Leadership**.

As a result of attending this event, you will:

- » Understand the principles and processes of motivation, and change management, and their impact on decision making and business performance
- » Develop an authentic, and compelling leadership style, with the ability to motivate and inspire people, at all levels, to release their potential
- » Be able to integrate your personal vision and values into leadership communication
- » Develop active listening skills for recognising and responding to underlying issues
- » Be able to express empathy when building relationships with your clients and colleagues
- » Develop top class coaching skills
- » Receive feedback on your own style and your impact on diverse teams

Workshop Format

The Workshop involves 3 days of intensive discovery, challenge, reflection and action. The workshop is preceded by a 1:1 telephone coaching session and delegates are coached afterwards to achieve their agreed action plans both for themselves and their coaches. The flexibility of the process enables four interdependent themes to emerge.

- » **Self Awareness:** understanding ones own leadership style and how to get the best from personal contributions:
 - * We use a Myers Briggs Type Indicator (MBTI psychometric), which reveals each individuals profile and preferences for energy, focus and decision-making. This information is openly shared to identify how the leadership team can combine to create value and advantage. In addition we identify development opportunities to the leaders based on feedback from peers and subordinates.
- » **Inclusion:** getting the best out of our diverse teams through high impact coaching and communication
 - * We offer the tools for delegates to create a culture of inclusive work practices, which supports innovation and high performance from everyone. Plus how to build teams that are engaged, and highly motivated, and drawn, at every level from the countries in which Huntsman operates across Europe.
 - * As a critical element of the coaching process we will use the GROW model of coaching. This particular framework has been in the public domain for a number of years and is a useful problem solving technique in its own right. Its strengths are its simplicity and its accessibility as a learning tool. It is used here rather like scaffolding would be with a new building — once the skills are reasonably well established it can be used in a far less conscious way going forward.

- » **Relationship Management:** adding value to our customer's business
 - * Building competitive advantage by understanding and aligning ourselves to Huntsman's strategic choices and the value drivers of their Customers.
- » **Performance Management:** delivering the right results through action plans
 - * Leveraging individual and team capabilities to overcome obstacles and deliver exceptional performance. There must be a strong focus on clear business performance outcomes, and in particular, to ensure that Huntsman PU gets the appropriate reward for its genuine customer intimacy and its customer centric value propositions.

MBTI® – The Myers Briggs Personality Inventory

The MBTI® instrument is the most widely used personality inventory in history. Used in a huge variety of circumstances, it is particularly suited to the realm of business where teamwork is of such vital importance. Helping team members to understand not only their own *personal preferences* but also those of their colleagues is one of the most important steps towards building genuine teamwork, improving productivity, and reducing conflict and demotivation.

You will be able to:

- » Identify and understand your own personal preferences, and so your own working, leadership and interactive style, and how that style affects others
- » Identify and understand the 'personal preferences' of your colleagues
- » Recognise how differences in people's personality preferences can work to the benefit of a team
- » Be able to use their understanding to accommodate the needs and personalities of colleagues, and so maximise collaboration and minimise conflict
- » Be able to use their understanding to improve personal and team communication
- » Be able to use their understanding to increase team productivity

The MBTI® tool determines *personal preferences* on four scales:

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|----------------|----------------|-------------------------------|
| - Extraversion | - Introversion | - How we receive our "Energy" |
| - Sensing | - Intuition | - How we receive our "Focus" |
| - Thinking | - Feeling | - How we make our "Decisions" |
| - Judging | - Perceiving | - How we live our "Lifestyle" |

You will complete a self-assessment before the workshop. The results are used by the workshop facilitator, who will lead the team through a series of discussions and exercises to allow them to understand and identify their own preferences; those of their colleagues; and the implications of the resultant mix in the team.

Duration - 3 days