



JULIE HAMILTON & ASSOCIATES INC.



**LEADERS IN ACTION**  
leadership program

## INTRODUCING LEADERS IN ACTION

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The Leaders in Action (LIA) program is designed to meet the needs of supervisors or managers, who are either new to their leadership role or have transitioned from a technical expert background to leading people. The purpose of the program is to support the participants be effective in leading within changing, complex organizations.

The program has been successfully run in the UK and Canada in diverse sectors such as engineering, health care and correctional services. There are currently 420 graduates from the 20 cohorts completed to date.

### The LIA Program

This leadership development program includes 3 inter-related strategies to support the participants to learn and apply improved leadership skills at work -

1. **Six skill development modules** over approximately six months (8 days of training). Each module builds on the skill acquisition from the previous module.
2. **One on one executive coaching sessions** after Modules 1, 2, 3 and 4 to build individual leadership capacity
3. **An action learning project** will be completed by the cohort. They will form a team/teams to work together to implement an innovation or solve a business challenge within the organization. The teams choose an opportunity that is within their sphere of influence, to research and develop recommendations that are presented back to the senior leadership at the end of the program. The purpose of this method is to incorporate the skills of leadership explored in the modules (e.g. giving feedback, collaboration, coaching etc.) into a real-time project.

This document provides the following:

- ▶ A thumbnail description of the six skill development modules. Please note, the content of skill development modules will be tailored to the leadership needs of the host organization
- ▶ An overview of the action learning component
- ▶ A review of the one on one coaching component
- ▶ Your leadership sponsorship

## THE SIX SKILL DEVELOPMENT MODULES

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### MODULE 1 Knowing Your Leadership Style

This foundational module is designed to encourage the participants to recognize that the way they see the world (in terms of perceiving, understanding and interpreting actions) affects their communication and leadership skills.

The Myers Briggs Type Indicator is the chosen self assessment tool for raising self awareness or, Insights can be used if preferred by the host organization. Participants will also learn feedback for improvement skills and appreciative feedback. On day two, they will explore building personal resilience by learning the tools of managing constant change and transition. They will also decide the purpose of their action learning project/s and form a team charter.

**Learning Outcomes:** By the end of this 2 -day module, participants will be able to:

- ▶ Outline an understanding of how their leadership style impacts others
- ▶ Demonstrate the skills of giving feedback
- ▶ Practice tools to build their own resilience to manage change and transition at work
- ▶ Describe action learning and have chosen their project
- ▶ Develop an action plan to apply the skills at work

## MODULE 2 Leading Others through Change

This module focuses on practical tools and techniques to manage and guide others through change.

**Learning Outcomes:** By the end of this 1-day module, whether the participant is in one to one conversations or a team setting, participants will be able to:

- ▶ Describe the difference between change and transition and learn tools to support their teams adapt to changes
- ▶ Demonstrate coaching skills to assist team members adapt to change and minimise resistance
- ▶ Explore and apply the change communication technique, the 4Ps
- ▶ Develop an action plan to apply the skills at work

## MODULE 3 Coaching for Performance

This module introduces participants to the power of coaching and building the capacity of their teams to address day-to-day challenges and opportunities in the workplace.

**Learning Outcomes:** By the end of this 1-day module, participants will be able to:

- ▶ Describe the value of team and individual coaching in the workplace
- ▶ Outline the leader's role as coach in achieving the business strategy
- ▶ Assess individual coaching strengths and challenges
- ▶ Describe the skills of coaching (e.g. asking powerful questions)
- ▶ Develop an action plan to apply the skills at work

## MODULE 4 Transforming Teams

Leading a team successfully requires a combination of communication skills, understanding of self and recognition of what a high performing team is. This module focuses on identifying what a leader needs to model to support his/her team become a high performing one.

**Learning Outcomes:** By the end of this 1-day module, participants will be able to:

- ▶ Describe the key characteristics of a high performing team
- ▶ Recognise and outline the stages of team development
- ▶ Identify areas of strength and possible areas of weakness in their own team
- ▶ Develop an action plan to apply the skills at work

## MODULE 5 Conflict to Collaboration

The tools of being able to build collaboration and satisfy customers/clients are core skills for leaders. In this module, the participants assess their conflict handling style (Thomas Kilmann Conflict Management Inventory) and practice advancing their communication skills learned in former modules, with specific techniques to defuse anger and facilitate collaboration, whether it is one on one or within a team.

**Learning Outcomes:** By the end of this 1-day module, participants will be able to:

- ▶ Describe their beliefs, values and attitudes towards conflict
- ▶ Recognize their own and other conflict handling styles
- ▶ Demonstrate a collaborative style of conflict management
- ▶ Develop an action plan to apply the skills at work

## MODULE 6 Appreciative Leadership and Celebrating

This final module will focus on pulling together all the skills that have been learned in the previous five modules and introduce the methodology of appreciative inquiry. The senior leadership will be invited to a presentation by the participants on the afternoon of Day 2. The participants will share what they have learned on the program and what their recommendations are as regards their action projects. The module will conclude with the graduation ceremony & celebration.

**Learning Objectives:** By the end of this 2-day module, participants will be able to:

- ▶ Describe the principles of appreciative inquiry as a change methodology for transforming team culture
- ▶ Present their action project/s and gain support for their recommendations
- ▶ Recommend how leadership capacity can continue to be built in their organization
- ▶ Develop an action plan to continue to grow their leadership skills at work

## ACTION LEARNING PROJECT

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Action learning is focused on solving real organizational challenges or creating new opportunities. Teams are commissioned to clarify an issue, gather information and find possibilities for action, experiment with innovative ideas and evaluate the team experiments. By forming an action learning team that is knowledgeable about an issue, the organization's decision makers demonstrate a genuine commitment to empowering supervisory leaders and giving them free rein to recommend creative solutions to tough challenges. Leaders in Action integrates this learning method into the program, as there are two distinct benefits:

1. Participants learn as a by-product of their team experience. While working on an action learning team, the participants are learning about working cohesively in teams in real time with an issue or challenge that they have chosen.
2. The action learning process creates an opportunity for the team to form a dynamic network of leaders within their community who are working on an issue important to the organization and, this creates confidence and capacity to continue to do so after the program is complete.



## ONE ON ONE COACHING

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After the Modules 1, 2, 3 and 4, one on one confidential coaching (40 minutes) with an executive coach is provided for each participant. This unique support builds the capacity of the participants to manage bigger challenges and get clear on the type of leader they want to be.

In addition, peer coaching is built into each module so the participants share their learning of applying the new skills back in the work place, which builds the community and relationships of the leaders participating. Research shows that coaching is invaluable in supporting the transfer of skill learning to the workplace and building individual accountability for utilizing the learning at work.

## LEADERSHIP SPONSORSHIP: SETTING YOUR PARTICIPANTS UP FOR SUCCESS

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Experience has shown that sponsorship by the participant's leader is very important to setting them up for success in the program. Some key asks are to –

- ▶ Talk to your chosen participants about why you are championing their leadership abilities before inviting them to the program. Describe the talents you see the participant possesses and why you want her/him to attend the program.
  - ▶ Be clear that they need to attend all 8 days of the program – no exceptions.
  - ▶ Support their commitment to their 4 executive coaching sessions
  - ▶ Meet in between modules and have a conversation re. their progress
- ▶ Support their action learning project by making sure they have the time to do the research at work (average 6 hours per month)
  - ▶ Attend the action learning project presentations and graduation on the final day of Module 6



## THE LEADERS IN ACTION FACULTY

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**Julie Hamilton, MSc**

Julie is the designer and facilitator of Leaders in Action which she first launched in the United Kingdom and since then, has evolved the program to continue to support leaders manage complexity within their organizations. She has facilitated over 20 cohorts in Canada & due to demands for Leaders in Action, she has started a train the trainer & licensing model. As an organizational development consultant and facilitator, she has worked for and consulted with organizations undergoing major change in the private and public sectors in Canada, the United Kingdom and Ireland. Julie partners with clients to provide performance improvement services in the not for profit, healthcare, education, not for profit, utility, financial services and manufacturing sectors. She is passionate about assisting people and organizations to achieve standards of excellence, while maintaining their values (and sense of humour!), in a world of change. She has a Masters of Science in Performance Management and Training (Leicester University, England) & a Bachelor of Laws (Edinburgh University, Scotland).



**TC (Teresia) Waisman, MA**

TC is the Senior Executive Coach for Leaders in Action and has assisted over 12 cohorts to achieve their business and personal leadership goals. For more than 15 years, TC has been helping executives to heighten their awareness of their leadership style so that they can work consciously to develop the type of team environment that represents them fully as a leader. With a Masters in Organizational Leadership and Training, TC combines her knowledge and no-nonsense coaching approach to move her clients towards their goals. TC specializes in working with new leaders to integrate into their role and become aligned with the organizational culture. TC is a certified Coach through the Coaches Training Institute and is committed to lifelong learning. TC obtained her Masters of Arts degree in Leadership and Training from the Royal Roads University, B.C. She is currently a doctoral student at the University of Alberta.

For more information, please call Julie on 604.682.2689 or go to [www.juliehamilton.com](http://www.juliehamilton.com)