

# Leadership & Change Management



## DAY 1

### Leadership

- When leading others, it is important to begin by knowing oneself and one's leadership style. The Myers-Briggs Type Indicator gives helpful insight into one's personality and preferences, communication style, team behaviour and reaction to change. Participants will explore their own profile through exercises.
- Transition is a key moment in a career, which needs to be carefully navigated. Here, the focus is on leadership transitions, and what needs to be done when transitioning from one role to another.
- Emotional intelligence has an impact on leadership effectiveness. The different aspects of it are explored and applied to different leadership styles.

## DAY 2

### Key Skills for Leading Others

- Influencing is one of the most important skills in organisations today. A methodology is presented and participants work on their current influencing challenges.

- Coaching: One of a leader's roles is to coach their employees and help them develop. Different skills required for coaching are explored and practiced through case studies. The participants also identify their own motivations and work on understanding those of others.
- Managerial courage requires the ability to say things that are not easy to say. Participants practice having difficult conversations using a methodology.

## DAY 3

### Leading change

- The final day looks at change from an individual and from an organisational perspective. From an individual perspective, understanding reactions to change, the change curve, why people resist change, and how the MBTI type impacts our preferred way of dealing with change. From an organisational perspective, what are the key factors for successful implementation of change in an organisation.

### Learning Goals

Following this module, participants will be able to:

- Know themselves better, and how these characteristics impact their leadership.
- Appreciate differences and how they can draw value from them
- Develop and coach their team members.
- Manage their stakeholder relationships better by understanding what is at stake for others, using different influence strategies, and having courageous conversations.
- Manage change and transitions better, through an increased understanding of reactions to change and how to handle them, and of the complexity of organizational change.

### Target group

- As this module is about leading others, it is targeted to Purchasing managers who have the responsibility of leading a team or to Senior buyers transitioning to a managerial position.

### Methods and tools

- Presentation of models/methodologies followed by application exercises, role play or group work on real issues to allow for practice and opportunities to exchange experience with other participants, receiving individual feedback on strengths and development areas, personal reflexion.

### Credit for



*This module can also be taken on an independent basis.*

