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From Functional Experts to People Leaders

ICAP courses Leadership Skills Training and Coaching

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Companies increasingly give functional experts the opportunity to take over leadership roles.

These experts, often from technical or financial background, have little or no people management skills at all. Very often they must lead teams of equally skillful technical experts. They need to provide vision and purpose, set objectives, motivate, assess, provide feedback, coach and develop people. The task is hard because it requires a completely different skill-set than the one occupied by the new leader.

There is a strong need for developmental interventions for new people leaders to fulfill the new role.

Employee Development can be achieved through the following interventions:



On the job

- Duties relevant to the development areas



One to one

- Coaching or mentoring sessions



Classroom training

- Customized set of soft skills workshops

ICAP being an external provider can provide interventions 2 and 3.

We propose the development of a set of people management workshops. Trainees will either attend a full cycle or cherry pick according to their specific need.

The workshops will be customized to functional needs, e.g. the material will be adjusted to needs of specific functions.

The workshops will consist of

- Self assessments
- Real life scenarios
- Exercises
- Theory
- Re-assessment

And they will be enriched with personality questionnaires, measuring EQ, derailers, values etc.

Managing vision

Coaching

Performance Management

Providing constructive feedback

Conflict management

Developing and Motivating

Self management with Emotional
Intelligence

Selecting

Personal development

Executive presence

Strategic thinking

Decision making

Problem Solving

Time management & setting
priorities

Communication and presentation

Leading Effective teams

What will we train

WORKSHOPS OUTLINE

Every Leader, from Team Leader to Chief Executive, should have a personal vision and should be able to relate it to the corporate one

Every Middle Manager should be able to relate corporate objectives with the objectives of his own team

Every Team Leader should identify team objectives as his own

Additionally s/he should have objectives related to the development of her/his people

Every Manager should be able to break down team objectives to each team member

All team members, after a certain while, should be able to develop their own objectives

Every Leader should promote all the above to his/her team

Workshop objectives for participants

- They will be able to develop their own vision concerning their function or department
- They will practice communicating it with conviction
- They will relate vision with relevant objectives



Coaching is about

- *conversations one person has with another aiming to benefit the second one in relation to learning and progress.*
- *Unlocking people's potential to maximize performance*
- *Helping people to find their own solutions and achieve their development goals*

Coaching elements

- Actively listen , Ask powerful questions, Raise awareness around “blind spots”
- Challenge thinking and deeply held beliefs, Make requests for new action

Workshop objectives for participants

- They will learn the coaching philosophy to developing people
- They will learn a number of coaching techniques and tools
- They will practice coaching skills
- They will be ready to use coaching with their subordinates



Achievement is about attaining objectives.

Every manager should set the appropriate measurements and control methods to monitor objectives attainment of the team and its members

But it is not only about measuring the results. It's about monitoring the behaviors that help achievement

It is about evaluating the level of competence of others in critical behaviors

Which are the critical behaviors?

Which is the level of competence expected from each job holder?

How do we monitor and assess?

Workshop
objectives
for
participants

- They will analyze key competencies
- They practice relating KPI's with personal objectives
- They will discuss monitoring methods
- They will discuss rating scales, in relation to forced distribution



People management is an act of courage

To help others improve we should be able to tell them the truth about their performance

We should do it with fairness and openness

At the same time, we should do it tactfully. We should be careful not to damage people's self confidence

We should be able to make people reflect on their own actions and provide feedback to themselves

Moreover Managers should be able to handle difficult team members who deny feedback, become defensive or are just arrogant and ignore it

Workshop objectives for participants

- They will discuss feedback occasions
- They will learn different approaches for different personalities
- They will try different approaches and select the ones that suit them best



Motivating others in the heart of leadership

The lowest level motive is fear. The highest is self realization

Good managers help people relate their personal values with the corporate ones

Good managers know their people's values and incentives

Good managers know that not all people have the same values

Good managers handle high flyers very differently to passive – or indifferent employees.

Above all, good managers can motivate convincingly speaking to the hearts of the people

Workshop objectives for participants

- They will learn motivation theories
- They will assess themselves regarding their own motivation
- They will learn to diagnose motivation
- They will learn motivational approaches with teams or individuals



People management is about human relations. Human relations are not always amicable

People compete for the same goals, people have different behavioral codes, people react differently to crisis and pressure, people have different ways of treating each other. All of these situations can cause conflict. Some people use conflict and some avoid it. Managers should know how to:

Find new solutions through conflict

Diffuse conflict when it becomes unproductive

Ensure that conflict does not damage long-term relations

Workshop
objectives for
participants

- They will discuss the role of conflict in management
- They will assess themselves regarding their own approach to conflict
- They will learn to diagnose different reasons of conflict and select strategies
- They will learn to live with conflict and use it positively for achieving objectives



According to one definition, executive presence is the ability of the leader to engage, align, inspire and motivate people to act.

Some key elements of executive presence are

- **Character:** Authenticity, integrity, courage, humility
- **Substance:** Judgment, confidence, composure, influence, vision
- **Style:** Appearance, interactivity, inclusiveness, assertiveness

Emotional intelligence, is the foundation of executive presence. The module will discuss the elements of executive presence with each trainee based on own perception and reputation and will demonstrate best practice for enhancing this leadership element.

Workshop objectives for participants

- They will self assess their executive presence
- They will outline their own executive identity
- They will see their EQ profile
- They will practice presenting themselves



Managers become successful by focusing on their key tasks and delivering results

However, when they become leaders they should be able to see the **big picture**, identify potential problems and opportunities and develop **scenarios** to prepare the organization for addressing future issues. Strategy involves, **curiosity, creativity, and the ability to look beyond the obvious and create long term plans**

Although the concept of strategy is wide and universal, the demonstration of strategic agility has a lot to do with **industry** specific **terminology** and knowledge. By industry we mean not only the organization's sector but the sectors of its clients and other important stakeholders.

The module will be customized to include the strategic elements of the industries concerned and innovative approaches to strategy such as **blue ocean strategy**.

Workshop objectives for participants

- They will self assess their attitude to strategy
- They will discuss strategic themes and terms in relation to industries
- They will solve strategic problems
- They will practice in developing their own strategy



A successful career is a career connected in a network of important others in the professional field at all levels, lower, same and higher

Many managers by doing their jobs ignore completely the necessity to remain connected with people who do not seem “useful” at the time but could be proven valuable in the long term. Many able individual contributors with technical background fall in this category.

Relationships are built on credit. By credit we mean the things we offer to others when we do not have an immediate benefit; time, knowledge, contacts, resources etc.

Social networks provide opportunities to connect but they **do not develop real relations**. Mostly they offer an illusionary network.

The ability to build and retain relationships requires **social courage, interpersonal sensitivity and a commitment** to the cause, i.e. to treat professional relations as a professional objective

Workshop
objectives
for
participants

- They will self assess their attitude to networking and relations development
- They will discuss the benefits of networking
- They will learn networking etiquette
- They will practice networking technics
- They will discuss of how to maintain relations



Decision making is about **aptitude** and **attitude**.

Aptitude concerns problem solving, business reasoning, judgment, and experience

Attitude is about the right balance between **cautiousness** and **courage**, **independence** and **interdependence**, **time** and **quality**

People usually make decisions based on **intuition** (gut feeling). Many of these decisions are right because they source on the grey logic of the individual, which is based on aggregated experience. However, many are wrong because they address emotional needs that have little to do with logic, evidence and data.

Good decision makers not only make good decisions but they are able to support them with logic and they learn from past mistakes

The module will address all the above issues, will assess the decision making style of the individual and will help them improve their decision making quality

Workshop objectives for participants

- They will assess their own decision making style
- They will discuss key elements of judgment, including biases
- They will challenge their judgment aptitude and discuss reviewing of decisions made
- They will widen their portfolio of decision making tools



Every Leader, from Team Leader to Chief Executive, should have strategic self awareness and should know what they should develop in order to be more effective. The development cycle is the following:



The program will show to the trainees, how to select development areas, develop a development plan with the 70-20-10 logic and implement it. Finally, help them get started on their own development journeys

Workshop objectives for participants

- They will learn to self assess with multi-rater data
- They will discuss development levers and obstacles, internal and external
- They will develop their own development plans



To facilitate training

TOOLS

ASSESSMENTS

HPI

HOGAN PERSONALITY INVENTORY

THE BRIGHT SIDE

7
SCALES

THAT MEASURE
HOW PEOPLE BEHAVE
IN DAY-TO-DAY LIFE
WHEN THEY'RE AT
THEIR BEST

THE HOGAN PERSONALITY INVENTORY PREDICTS JOB PERFORMANCE BY MEASURING NORMAL PERSONALITY.

The HPI was developed specifically for the business community. It measures the personality characteristics necessary for success in careers, relationships, education, and life.

Whether you're implementing organisational assessment processes or enhancing executive development, HPI reports can help you identify the fundamental factors that distinguish personalities and determine career success.

ADJUSTMENT

confidence, self-esteem, composure under pressure

AMBITION

initiative, competitiveness, desire for leadership roles

SOCIABILITY

extraversion, gregarious, need for social interaction

INTERPERSONAL SENSITIVITY

tact, perceptiveness, ability to maintain relationships

PRUDENCE

self-discipline, responsibility, thoroughness

INQUISITIVE

imagination, curiosity, creative potential

LEARNING APPROACH

achievement orientation, valuing education

HPI

ASSESSMENTS

HDS

HOGAN DEVELOPMENT SURVEY THE DARK SIDE

11
SCALES

THAT MEASURE
HOW PEOPLE BEHAVE
WHEN THEY'RE UNDER
STRESS AND
PRESSURE

THE HOGAN DEVELOPMENT SURVEY IDENTIFIES PERSONALITY-BASED DERAILERS THAT CAN LIMIT CAREER POTENTIAL.

HDS

The HDS scales can actually be strengths under normal circumstances. However, when you're tired, under pressure, or otherwise distracted, these derailers often impede effectiveness and erode the quality of business and personal relationships.

The HDS can help mitigate the negative personality characteristics that derail success in careers, relationships, and life.

EXCITABLE

moody, hard to please, emotionally volatile

SCEPTICAL

suspicious, sensitive to criticism, expecting betrayal

CAUTIOUS

risk averse, resistant to change, slow to make decisions

RESERVED

aloof, uncommunicative, lacking empathy

LEISURELY

overtly cooperative, privately irritable and stubborn

BOLD

overly self-confident, arrogant, entitled

MISCHIEVOUS

charming, risk-taking, excitement-seeking

COLOURFUL

dramatic, attention-seeking, interruptive

IMAGINATIVE

creative, but thinking and acting in eccentric ways

DILIGENT

meticulous, precise, hard to please, micromanaging

DUTIFUL

eager to please, reluctant to act against popular opinion

ASSESSMENTS

MVPI

MOTIVES, VALUES, PREFERENCES INVENTORY

THE INSIDE

10
SCALES

THAT MEASURE
CORE VALUES
GOALS AND INTERESTS
THAT DETERMINE SATISFACTION
AND DRIVE CAREERS

THE MOTIVES, VALUES, PREFERENCES INVENTORY IDENTIFIES IDEAL JOBS, POSITIONS, AND WORK ENVIRONMENTS.

The MVPI allows your organisation to ensure that a new hire's values are consistent with those of the organisation.

The MVPI can also help diagnose areas of compatibility and conflict among team members.

Core values are part of a person's identity, and constitute our key drivers - they are the things we desire and strive to attain.

RECOGNITION

responsive to attention, approval, praise

POWER

desiring success, accomplishment, status, control

HEDONISM

oriented for fun, pleasure, enjoyment

ALTRUISTIC

wanting to help others and contribute to society

AFFILIATION

enjoying and seeking out social interaction

TRADITION

dedicated to strong personal beliefs

SECURITY

needing predictability, structure, order

COMMERCE

interested in money, investment, business opportunities

AESTHETICS

concerned with look, feel, design of work products

SCIENCE

seeks knowledge, research, technology, data

MVPI

Logic and data-based judgments take up a lot of bandwidth, so our brains create subconscious shortcuts and biases that help us navigate the countless decisions we make every day with less cognitive effort. The answer we come up with may not be optimal, but for most situations – choosing, for instance, what we eat for breakfast – it will be good enough. After all, the consequences of choosing a bowl Frosted Flakes® over Fiber One® are relatively small.

The larger problem develops in the workplace, where we're required to rapidly respond to all manner of difficult, ambiguous situations every day. The cumulative result of how we handle these decision-making processes determines the fate of our careers, and, in the case of leaders, our companies. By better understanding how and why we make the kinds of decisions we make, we can improve our judgment.

HOGAN JUDGMENT MODEL

INFORMATION PROCESSING

HOW PEOPLE PROCESS INFORMATION

Verbal Information
vs.
Numerical Information

DECISION-MAKING APPROACHES

HOW PEOPLE APPROACH DECISIONS

Threat Avoidance
vs.
Reward Seeking

Tactical Thinking
vs.
Strategic Thinking

Data-Driven Decisions
vs.
Intuitive Decisions

REACTIONS TO FEEDBACK

HOW PEOPLE TO REACT TO FEEDBACK ABOUT BAD DECISIONS

Defensive
vs.
Cool-headed

Denial
vs.
Acceptance

Superficial Engagement
vs.
Genuine Engagement



EMOTIONAL INTELLIGENCE

EQ

THE ABILITY TO IDENTIFY AND
MANAGE ONE'S OWN AND
OTHERS' EMOTIONS.

Hogan 360° Report



Jane Sample of Sample Corp – September 2013



TEAM REPORT

Strategies to help teams achieve
full potential



With ICAP coaches

COACHING

Unlocking people's potential to maximize performance

Helping people to find their own solutions and achieve their development goals

Through coaching we can accomplish the following:

- Enhance an individual's self awareness with reference to his/her behaviors as well as with reference to his/her strengths and areas for development.
- Encourage him/her to explore and understand their goals in relation to the organization's expectations of their role.
- Energize and unlock one's potential.
- Help him/her commit to an action plan for further development.
- Ultimately assist the individual in overcoming possible personal blockers and in managing him/her behaviors in a more productive way.

At ICAP, we commit to:

- Support the Coachee throughout the Coaching process
- Initiate relations built on truth, openness and trust
- Ensure Confidentiality
- Place the Coachee accountable for his /her expected results
- Believe in the Coachee's capabilities & expertise
- Focus on Coachee's thoughts and experiences
- Encourage the Coachee to generate Solutions
- Establish Coaching conversations that are based on equality

The coaching process involves the following phases :

1. Establishment of Conversation

- The Coach engages the Coachee in the Coaching conversation
- Issues are discussed and **priorities are set**



2. Goal Setting

- The Coach and the Coachee **explore & agree on expected goals and outcomes**, so that the coaching process can add true value to their line of work

Goals



3. Creating understanding and insight

- Reality Check is accomplished !
- The Coachee is encouraged to **Focus on Solutions/Strategies & Preferred Future**



4. Reaching top conclusions, agreements and actions

- **A review of Progress** and Results takes place
- **Action plans are set, discussed and enriched!**



5. Completion and Closing notes

- The Coachee by now has **a good understanding of his/her goals, have taken steps to attain them** and have tools to succeed in achieving them.
- **The Coach** maintains ongoing support & **encourages ongoing learning**



Coaching Methodologies:

- Solutions Focused
- GROW (Goals, Reality, Options, Will)
- Transactional Analysis

Coaching Tools:

- Psychometric Tools (Personality, Derailers, Values, 360')
- Interviewing colleagues
- Emotional Competency assessment
- Reflection Notes / Daily Habits
- Wheel of Life / Job Performance Wheel / Management Leadership Wheel
- Learning styles
- Personal Learning Plans
- Saboteur Identification

- We offer a 75' coaching session to high level executives to ensure optimum results.
- Based on awareness coaching, we suggest conducting:
 - At least 5 coaching sessions: 4 sessions Bi Weekly in 2 months one last session after two months from the last one
 - Awareness coaching is an efficient coaching methodology based on strategic awareness created with the use of psychometric tools
- The coaching sessions will be delivered by accredited Coaches by EMCC and ICF.