BECOMING A LEADER AND END OF PROGRAMME

BARRATT DEVELOPMENTS PLC

Saviours Place, Warrington

AGENDA

Day 1

- Understanding your leadership style
- Your leadership shadow
- Understanding followership
- Using the GROW coaching model

Day 2

- Coaching practice in pairs
- Your feedback
- Creating an ongoing development action plan

BEING AN EFFECTIVE LEADER

Group discussion:

- What are the key skills and behaviours needed to be an effective leader?
- What does effective leadership look like to you?

GOLEMAN'S 6 LEADERSHIP STYLES

UNDERSTANDING YOUR LEADERSHIP STYLE (10 mins)

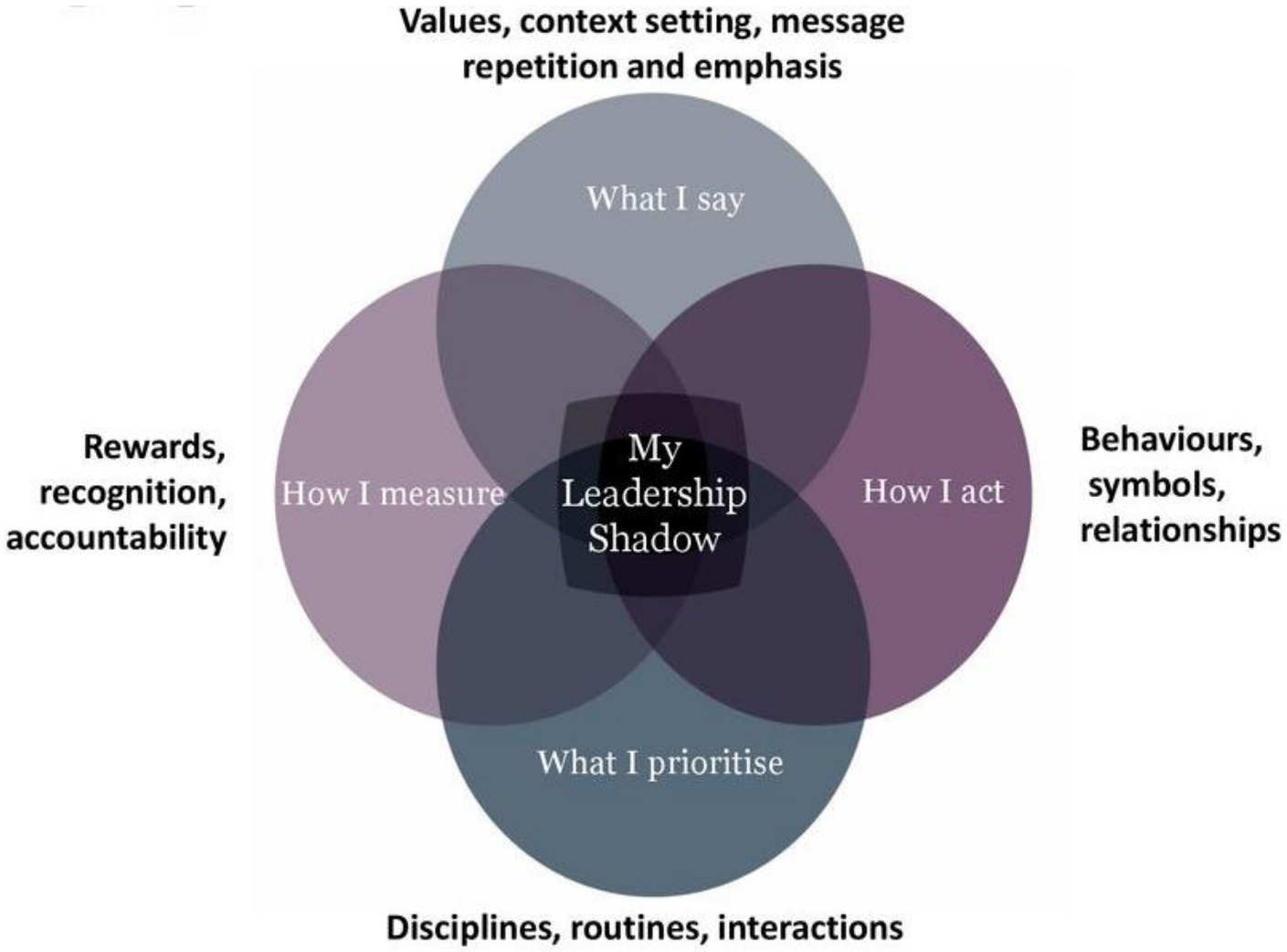
In pairs:

Discuss your leadership style self-assessments and consider the following:

- What leadership styles do you find yourself using most often?
- What leadership styles might you benefit from developing further?
- What steps do you need to take to develop in these areas?
- How do you think other people perceive your leadership style?

Remember – you don't need to currently be in a management role to display leadership behaviours and capabilities.

YOUR LEADERSHIP SHADOW



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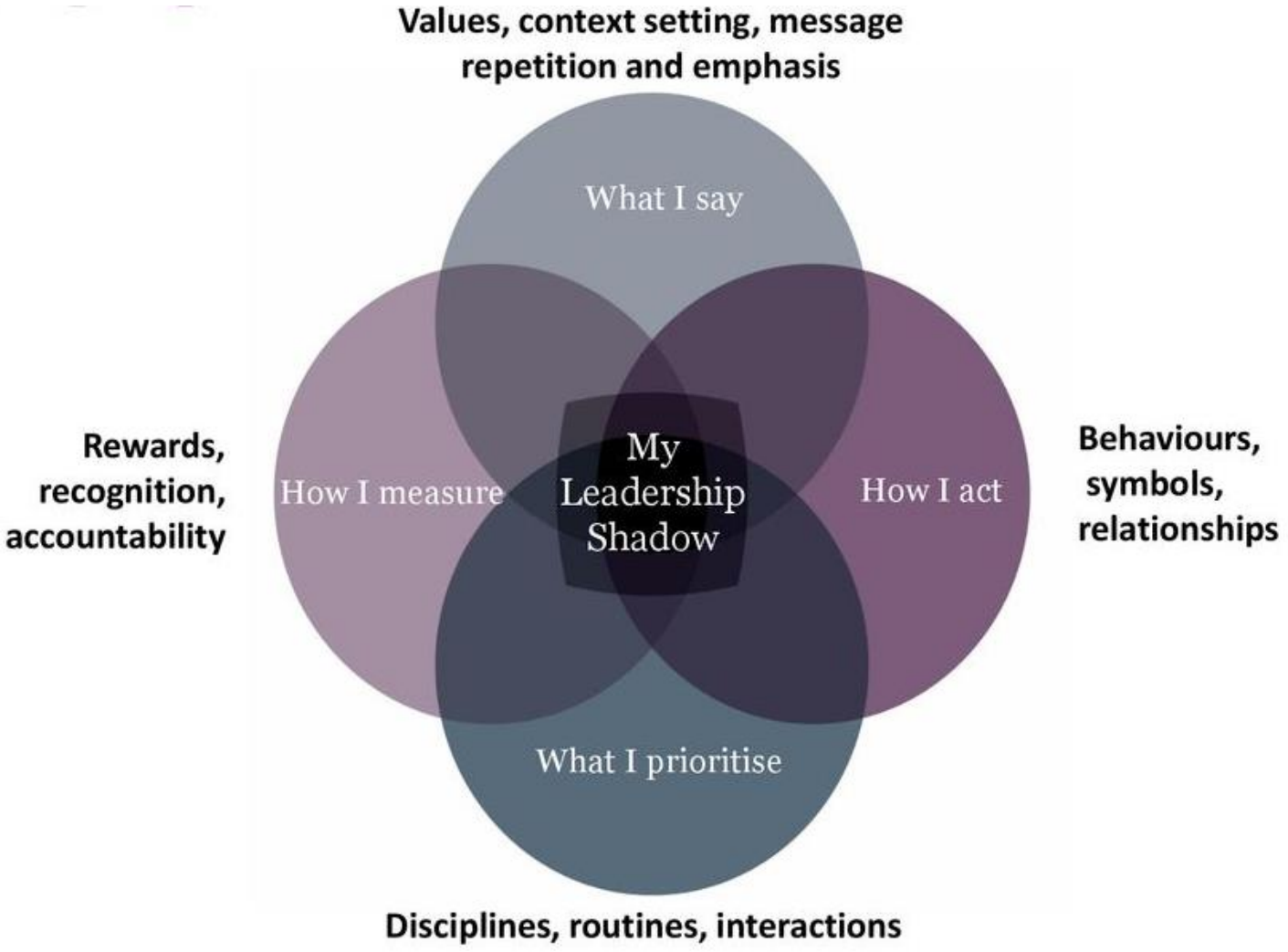
YOUR LEADERSHIP SHADOW (10 mins)

In pairs consider:

- What shadow do you think you will cast as a leader?
- What are the implications of your leadership behaviours and approach on your team (e.g. what impact is your style likely to have)?
- What potentially unintended impacts might you have?



UNDERSTANDING FOLLOWERSHIP

What is followership?

The other side of the coin to leadership encompassing the skills, traits, and actions of 'followers'.

"…Today's employees are more willing and able to hold leaders to account than in the past. At the same time individual workers – or followers – expect more autonomy and control in their roles."

If leadership is important for performance, then followership must be important too.

UNDERSTANDING FOLLOWERSHIP

Group discussion:

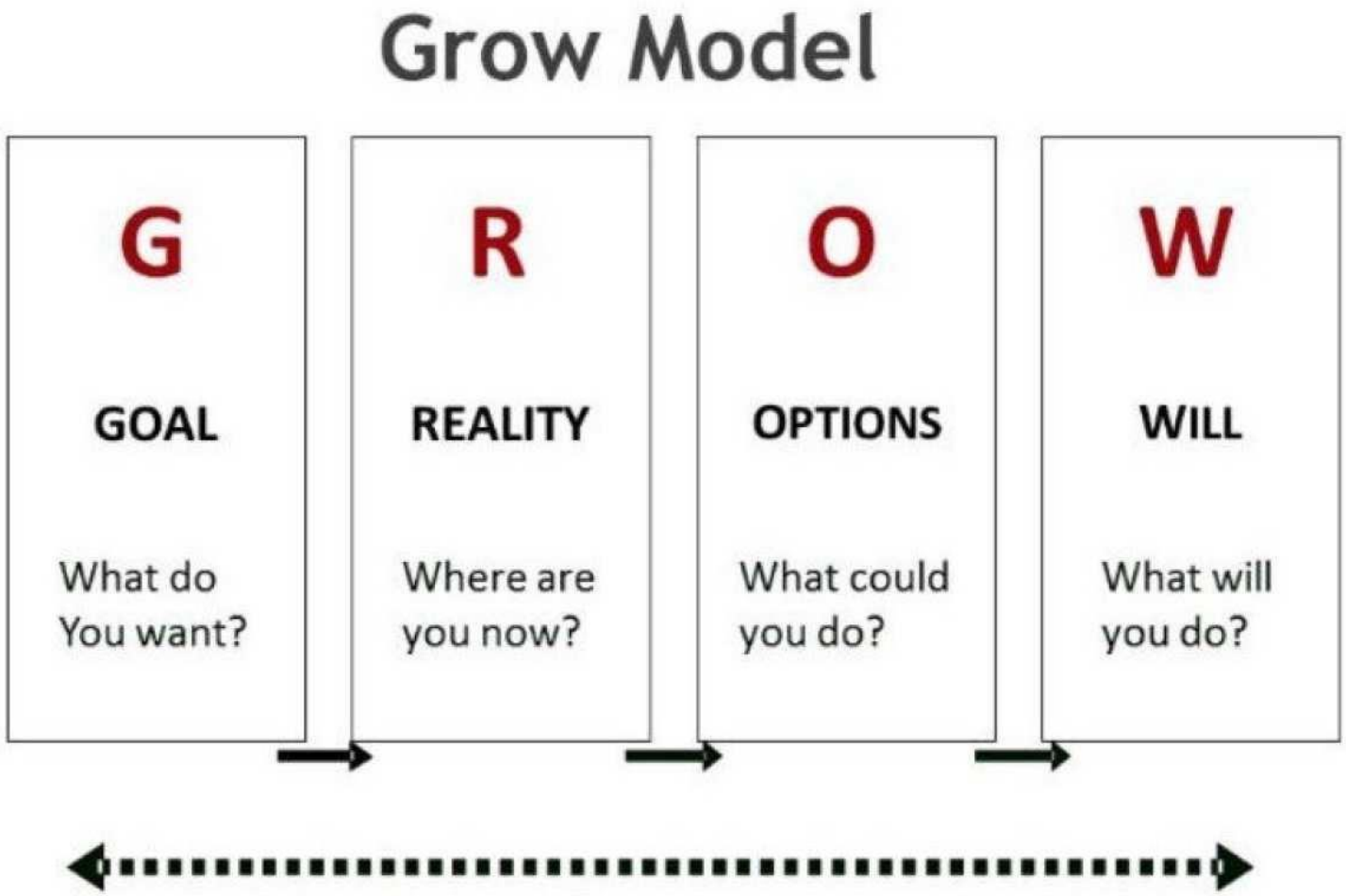
- What key skills and behaviours should a 'follower' have to drive organisational success?

UNDERSTANDING FOLLOWERSHIP

Key follower skills:

- Judgement
- Work ethic
- Competence
- Honesty
- Courage
- Discretion
- Loyalty
- Ego management

USING THE GROW COACHING MODEL



USING THE GROW COACHING MODEL

Group discussion:

- Why do you think a basic understanding of coaching techniques is important for ongoing management and leadership?
- What opportunities are available for you to practice these skills?
- What are some potential benefits to being a coach?

SUMMARY

- Understanding your leadership style
- Your leadership shadow
- Understanding followership
- Using the GROW coaching model

BEFORE NEXT SESSION

- Familiarise yourself with the 'Useful GROW Coaching Questions' document as we will be practicing coaching in tomorrow's session

- Consider 1 development goal that you would like to discuss in a coaching conversation with another member of the group

- Reflect on the programme and come prepared to share feedback on your highlights, challenges, and suggestions for the future.

Any questions?

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New Lubbesthorpe, Leicester

BECOMING A LEADER AND END OF PROGRAMME

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Saviours Place, Warrington

AGENDA

Day 2

- Coaching practice in pairs
- Your feedback on the programme
- Creating an ongoing development action plan

COACHING PRACTICE – 30 mins

In pairs:

- Take turns practicing coaching using your identified development goals and the GROW coaching model
- Make notes of what you found easy/difficult when coaching
- Be prepared to feedback to the wider group

COACHING PRACTICE

- How did you find the coaching practice?
- What was easy/difficult about it?
- What feedback did you receive?
- What would you do differently next time/with a member of your team?

ASPIRE PROGRAMME FEEDBACK

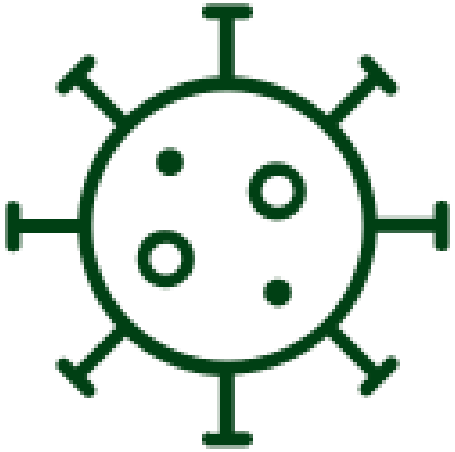
Reflections:

- The impact of COVID
- Development Modules
- Rotations and Divisional experience
- Recommendation for changes to the programme
- Advice for future graduates

ASPIRE PROGRAMME FEEDBACK

The impact of COVID

- What were the biggest impacts of COVID for you whilst you were on the programme?
- What do you think was managed well?
- What could have been improved?



ASPIRE PROGRAMME FEEDBACK

Development Modules

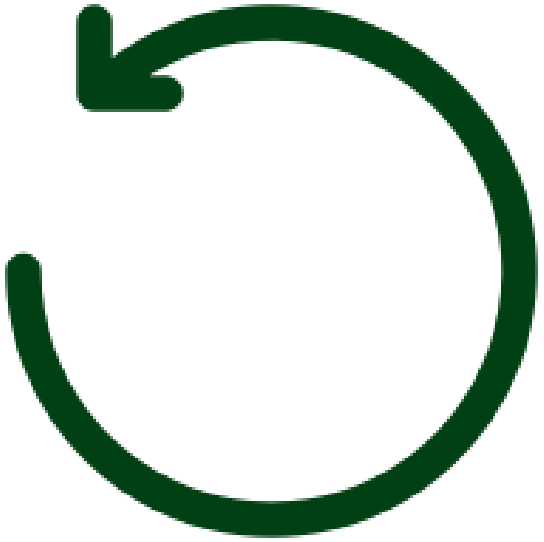
- What general feedback do you have on the structure of the development modules and functional meetings (pre and post-COVID)
- Of the development modules you completed, which did you find most useful and why?
- Are there any topics you would have like to see included that were not covered?

ASPIRE PROGRAMME FEEDBACK

Rotations and Divisional experience

- What feedback do you have regarding your rotations? (e.g. content, support from mentor/colleagues, the length of the rotation)

- How did you find joining your division/each department as a graduate?



PROGRAMME FEEDBACK

Recommendation for changes to the programme

- What recommendations do you have to improve the programme? (e.g. development activities, programme structure, recruitment process, onboarding process etc.)

Advice for future graduates

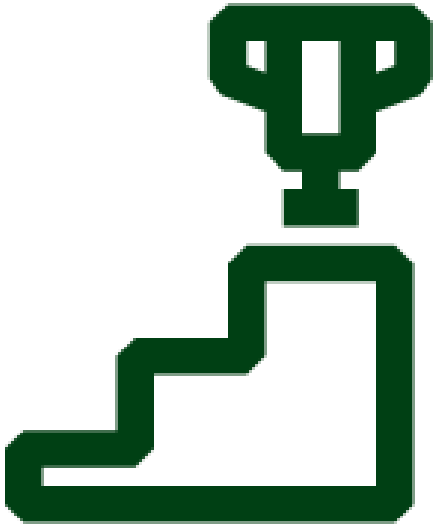
- If you had to offer one piece of positive advice for future graduates, what would it be?

CREATING A DEVELOPMENT ACTION PLAN – 15 minutes

In small groups:

- Discuss your ongoing development actions and how you intend on keeping your development alive.
- What potential barriers might you encounter that could inhibit this development?
- How might you overcome these challenges?
- What opportunities for further development exist?

Prepare to feed back to the wider group



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SUMMARY

- Coaching practice in pairs
- Your feedback on the programme
- Creating an ongoing development action plan