



Compassionate LEADERSHIP

~ making space for
compassion in
leadership, life
and work

MASTO
CLASS

An advanced emotional
intelligence clinic for
connective leaders

Developed & Delivered
by

Bill Cropper

For Course Dates & Venues...

Check our 'Programs' pages at

: www.thechangeforum.com

 07-4068 7591

: events@thechangeforum.com



making space for compassion in leadership, life and work



An advanced emotional intelligence clinic by **Bill Cropper**

» **Do you want to:**

- ? Energise, inspire and connect more carefully with the people you lead
- ? Cope better with the stress of leading and combat the effects of toxic emotions
- ? Cultivate a more compassionate, calm and connective approach to leadership
- ? Lead with your best self – be more present, optimistic, open and approachable
- ? Be more even-minded and emotionally balanced in your dealings with others
- ? Start managing more mindfully and bring more resonance into your relationships
- ? Practice powerful disciplines to invoke compassion and other healthy emotions
- ? Discover and develop personal strategies to revitalise, restore and renew yourself?

» **Compassionate Leadership: connectivity in action...**

‘Compassion’ and ‘leadership’ aren’t words we often link together. Most leaders are conditioned to put business before benevolence - to lead with their heads, not their hearts. The popular perception of a powerful leader is someone who’s tough, strong, decisive, hard-nosed, ultra-rational and results-driven. The reality is powerful leaders, amongst their other traits, have the conviction, confidence and courage to cultivate connectivity and compassion.

Approachability is Number 1...
 In a recent survey The Change Forum ran, by far the majority of people identified ‘approachability’ as the number 1 factor they wanted most from a good leader. Staff want compassionate leaders who connect and resonate with them.

We convince ourselves we can’t make space for compassion and connection. Yet that’s exactly what great leaders *do* make time for. Great leaders care about connecting with the people they lead. They see connectivity as the conduit for almost everything else they do - and compassion is the key. Compassionate leaders inspire people with purpose, hope, optimism and energy *because* they resonate, empathise and connect.

Compassion is too-often seen as an altruistic ideal - an unrealistic response of the naively sentimental or kind-hearted, associated with being ‘mushy’, taking a too ‘softly-softly’ approach, detracting from a solid outcomes focus or diluting down hard decisions when we should be business-like, stern, stoic - even ruthless. Yet this is changing. Organisations are interested in a more compassionate style – in *leading with feelings*. This may be human kindness but it also makes practical business sense. People can’t focus and do good work if they’re distracted by strong negative emotions. It’s at the ‘feelings’ level where many performance and productivity problems lie. If you want people to take committed action and put in a superior performance, you have to connect with their feelings first – and *connectivity is compassion in action*.

Compassion – A Stress Reliever
 FACT: “Research shows that positive emotions such as compassion have a decidedly constructive effect on neurological functioning, psychological well-being, physical health and personal relationships. Consciously engaging emotions such as hope and compassion, counters the physiological and psychological harm done by stress.” *Becoming a Resonant Leader* McKee, Boyatzis & Johnston p. 38 & 154

Culture’s also squarely on organisation change agendas today and how leaders lead has a lot to do with it. Driving, directive, coercive styles may move people short term, but the dissonance it ignites breeds toxic emotions like anger, anxiety or apathy and does dramatic long-term damage. Compassion and connectivity are not only telling social and emotional factors in



creating vibrant work relationships. Research reveals they're also key to maintain emotional balance, build up reserves of resilience, insulate yourself from the harmful effects of toxic emotions, relieve leadership stress and re-energise and renew yourself.

» What is this Clinic About?

This program builds on and deepens the foundational practices for EI leadership covered in our popular **Personal Mastery: Leading with Emotional Intelligence**. It looks at how to make more space for connectivity and compassion in your leadership through resonance, empathy, connectivity and mental discipline of active self-reflection. This 2-day clinic will help you to:

Compassion is crucial to leadership efficacy
 "Compassion - in terms of a benevolent attitude, a predisposition to help others - lifts us out of the small-minded worries that centre on ourselves by putting a focus on others. That simple shift allows leaders a sorely needed renewal of spirit that is crucial in sustaining not only themselves but also the efficacy of their leadership." Dan Goleman preface to *Resonant Leadership* by Boyatzis & McKee

- ☑ Enrich your recognition of the role compassion plays in a practical leadership context
- ☑ Assess your leadership style in terms of compassion, empathy, resonance and dissonance
- ☑ Alert yourself to stress signals and how to maintain mental/emotional balance and well-being
- ☑ Master mental exercises to deepen connectivity and cultivate more compassion in leadership
- ☑ See how compassion combats toxic emotions and find ways to re-energise/renew yourself
- ☑ Increase your reserves of resilience and lead with more authenticity and empathy
- ☑ Create more compassionate, connective, safe, supportive and less stressful work cultures

➔ Want to find out more about compassionate leadership? Download [Issue 10](#) of **CC E-News**.

» A Profile of the Program

This uplifting, insightful and compelling clinic introduces deep self-reflection and self-awareness techniques to show you how to consciously cultivate those positive mental and emotional states that invoke compassion, caring and connectivity in your leadership life, restore and rejuvenate yourself and resonate with others around you. Topics covered include...

Day 1:	Day 2:
...Unpacks compassion, dynamics of dissonance and resonance, what a compassionate leader looks like and commences work on compassion-invoking practices...	...Delves deeper into connective practices, role of compassion in relieving stress/renewing yourself, do more mental exercises and plan personal actions...
<ul style="list-style-type: none"> ◆ Compassion in a practical leadership context ◆ Spotting a compassionate leader – attributes ◆ Mindfulness: why connective moments matter ◆ Unpacking the components of compassion ◆ Limiting dissonance – reinforcing resonance ◆ Using compassion to combat toxic emotions ◆ Mental exercises for cultivating compassion ◆ Visions of compassion: finding your best self ◆ The skills-package of compassionate leaders 	<ul style="list-style-type: none"> ◆ Role of compassion in relieving leader stress ◆ Leadership alert signals – your wake-up calls ◆ Taking care of you – strategies for renewal ◆ Hope, happiness and the health connection ◆ Self-reflection: creating compassionate space ◆ Even-mindedness - maintain mental balance ◆ Compassion - connectivity in action ◆ Compassionate leadership cultivation plans ◆ Creating a compassionate leadership culture



» Who is this Clinic For?

This clinic can benefit people from all walks of leadership life - executives, councillors, clinicians, classroom teachers, principals, directors, administrators, public sector professionals, learning advisors, change agents, facilitators and trainers – anyone interested in taking the next steps to lift their level of emotional intelligence, mindfulness and connective leadership practice.

? How do you know if this clinic is for you? Try this simple quiz. Have you...

- Reached the point where you profoundly know how much emotions really do matter for good leadership, good work, good relationships and good living?
- Realised that whatever leadership tasks you have, connecting with people comes first?
- Been looking for ways to lift or revitalise your leadership approach?
- Any wake-up calls lately that have alerted you to the need to handle your stress differently?
- Been feeling burnt-out, fatigued, fed-up or been behaving in ways that leave you wondering?
- Wanted to create a more emotionally supportive, safe and less stressful work climate?
- Felt restless, self-questioning – that there's just something missing in your leadership mix?

➔ If you ticked at least 2 of these boxes, you might consider coming along to this clinic

? Should I attend **Personal Mastery: Leading with EI** first? Strictly speaking, we'd say YES. This clinic starts where that program finishes. It assumes a working knowledge of the basics of what EI is and some of the fundamental practices, which this clinic builds on. On the other hand, if you're already conversant with EI, have attended other EI learning programs and have been working on your EI practice, then by all means consider coming along and learning more with us.

So before signing up for this clinic, you may want to compare this outline with [Personal Mastery: Leading with Emotional Intelligence](#) to see if it might equip you better first (download Brochure online).

» Where? When? And How Much?

Dates for scheduled public events are advised through email circulars and on our website. Or contact us direct to check what's coming up in your region. Actual venues are confirmed on registration. Course Fee covers program participation, lunch and refreshments each day plus a comprehensive self-coaching Toolkit to assist your ongoing learning back at work. Fee discounts are offered for early registration, groups, schools and not-for-profit community organisations subject to advance payment completed no less than 10 days prior to the event. (Enquiries welcome for last minute registration.) Discount periods may vary from time to time – contact us to check. A Tax Invoice will be provided on registration.

Register on-line at www.thechangeforum.com/Registration.htm or complete the Registration Form on the last page and return by Fax or Email.

» About your Session Leader...

Bill Cropper is Director of *The Change Forum*. He has a wealth of practical experience in strategic change management, leadership learning and team development in a wide range of federal, state and local government organisations throughout Australia. His work centres on helping leaders build the conversational, emotional, relational and team-working capabilities to create vibrant, supportive and safe work cultures and high-performing teams.

“The facilitation was excellent... Bill is a dynamic, people-focused facilitator and clearly a warm and engaging person who puts everyone at ease to maximise group learning.” Connie Allen, Queensland Health

Bill is keenly interested in the benefits of conversational coaching and emotional intelligence to promote more productive, open interchanges and facilitate personal growth and change mastery. For the past seven years, he's run extensive rounds of Conversational Coaching, Emotional Intelligence Clinics and Leadership Learning Forums, which have benefited thousands of managers, team leaders and other professionals from wide-ranging organisation backgrounds, including disabilities/family/community services, education, tourism, health, housing, transport, public works, primary industry and local government.

"I think you did a great job. You're funny, a good listener and good at explaining things. You helped me feel confident and relaxed. I can't recall the last time I was in a workshop where I actually felt comfortable. Great job Coach!" Leita Hart, DETA

Bill has a down-to-earth, relaxed and outgoing style; personal mastery of a wide range of coaching tools, facilitation techniques and processes and works comfortably with people from all levels, occupations and backgrounds. He's a preferred leadership learning provider for many public sector agencies, providing facilitation, training and coaching

services for senior executives, managers, work teams and community groups around leadership capacity-building, team revitalisation, culture change and the application of Senge's 5 Learning Disciplines to help organisations navigate their way through change.

» Thinking about personalised Coaching?

As an adjunct to our Leadership Learning Programs we provide **personalised coaching services** - for new leaders through to experienced executives. A typical coaching program consists of 5 x 2-3-hour coaching sessions every 4 weeks or so, with a blend (if you want) of individual/small-group face-to-face with on-line email and phone coaching.



Want to find out what "all this coaching stuff is about"? **Download** a copy of our [Coaching Prospectus](#) for some straightforward answers to help you make up your mind whether our coaching approach might suit you or **contact Bill Cropper** direct on Mob: **0429-687 513**.

» Why Not Run an EI Workshop in-House?

All of our programs can be presented in-house for your team or organisation, in standard format or customised to meet particular needs or learning priorities. For groups of 10 or more, teams can benefit from shared understandings, strengthened relationships and increased likelihood of people applying new ideas productively in 'real-time' back at work.

Whether an intact workgroup, leadership team or newly formed team, in-house sessions offer excellent team-building benefits and often, significant savings. Why not **call us** to talk over the idea of arranging one of our programs in-house as part of your team-building, leadership development or culture change efforts this year?

» Workshops for Workteams...



Working Better Together is the generic label we use for our team-building approach. Many of us work together for years on end and never take the time to reflect on how we come across or talk to each other. All teams need to take time-out now and again to work on their team-talk, renew relationships, find ways to discuss difficult issues that get in the way and clarify how they can work better and more constructively together.

Not a workshop – an Event!
 "To me, this was not a workshop but an event to change the way this team interacts with each other. We needed to face the real issues without beating around the bush - and this we did. Thank you." Kerry Stumer, Disability Services Queensland

We regularly design and run tailored team-building interventions for work teams wanting to build a more positive team culture, harness commitment to a shared vision and create opportunities for growth and challenge. For an overview of how our *Working Better Together* approach can help your team, **download** our [prospectus](#) and **contact Bill Cropper** direct on Tel: **07-4068 7591**.

» Other Leadership Clinics by The Change Forum



Personal Mastery: Leading with Emotional Intelligence: What sets successful leaders apart from the rest is their level of personal mastery and emotional intelligence. This 2-day clinic has loads of useful insights into how to apply 7 key EI practices to energise your leadership, create more connective team relationships and bring out the best in others.

"All round informative, thought-provoking experience. The most valuable course I've attended in many years." Christine Challenger – Queensland Health



EI at Work–Why it matters for good work & great relationships (1-Day seminar for STAFF only): It's just as important for staff to become more emotionally aware as it is for managers. This 1-day seminar shows staff what EI is, why it matters and how to start applying basic EI tools and practices at work.

"A worthwhile course applicable to any profession. Course content excellent and very applicable to my work." Mary Cataldo – Disability Services



Conversational Coaching: Leading through Conversations:

Conversations are at the core of what leaders do. They're the way we build relationships, create rapport, connect with others, inspire, influence, energise, make decisions and move people to action. This 2-day program introduces 7 principles for more powerful, penetrating and constructive conversations.

"Conversation is important to every office supervisor and manager. I learned skills that count in day to day issues!" Michael Dore – Queensland Transport



Dealing with Difficult Discussions: Having challenging, confronting or contentious conversations is something every leader has to handle. This 2-day Conversational Coaching Clinic equips you with a robust set of tools to navigate your way through troublesome moments and convert destructive confrontation into constructive conversations.

"Difficult Discussions was brilliant! I really feel much more capable of handling them now." Dana Farrell – BlueCare



Learning to Lead Change–Using the 5 Disciplines to make change work: This down-to-earth, nuts-and-bolts program for change leaders at all levels provides a good grounding in practical concepts, frameworks and tools to effectively initiate, design, plan, lead and monitor change.

"Challenged my ideas and clarified my thinking in relation to managing change strategically. Well done." Julie Lawler – Department of Local Government



The Coaching Leaders Clinic–Learning to be a Coaching Leader: Coaching is a much more effective and emotionally intelligent style for leaders who want to build the capacity of others for superior performance. This 2-day, practice-intensive clinic shows how to take more of a coaching approach to leadership, with easy-to-apply tools to give you confidence to make this critical transition.

"...Well designed and delivered...practical, useful and relevant in the workplace. An effective learning experience – well done." Lisa Cochrane – Queensland Police



Learning to Lead–Laying Foundations for Leadership: This 2-day intensive for new or aspiring leaders isn't about co-ordinating, planning and organising. It focuses on the equally fundamental 'soft' skills and roles you need to be able to really lead – shaping shared visions, mobilising, facilitating, coaching, culture-creating, climate-setting, systems thinking, relationship-managing and change-making.

"Very valuable – time well spent. Gave me a better appreciation of leading, provided good tools and many new skills/insights." David Kiehne – Queensland Health

» Contact Us

For information on all aspects of our learning, coaching, facilitation and change consultancy services, please contact **Bill Cropper** – principal of The Change Forum on:

TEL: 07-4068 7591 MOB: 0429-687513 FAX: 07-4068 7555
 EMAIL: consult@thechangeforum.com WEB: www.thechangeforum.com



Use **THIS FORM** OR **Register ON-LINE** at
<http://www.thechangeforum.com/Registration.htm>

Queensland		2-day event		1-day event	
FEE DISCOUNTS:	21 Days+	\$594 single...	\$1695 for 3*	\$440 single...	\$1254 for 3*
	...Then	\$660 single...	\$1815 for 3*	\$473 single...	\$1320 for 3*
Full 2-Day \$770 pp	Schools/NFP:	\$528 single...	\$1551 for 3*	\$363 single...	\$1056 for 3*
Full 1-Day \$475 pp					

All Fees GST inc.; NFP = non-Govt Community-based organisations; Places limited; Priority given to paid reservations
Fees due on registration, payable 14 days from Invoice & no less than 10 days prior to event; Discounts for advance-payment only;
EFT & Credit Card payment preferred; *Groups to be from same organisation division/unit cost centre - must register and attend together
Fee transferable up to 10 days prior but not refundable; Substitute welcome; See website for full terms & conditions
Fee covers course attendance, guidebook, lunch and refreshments only – travel, accommodation and sundries not included.



YES! Please Register me for [] places to attend



Compassionate Leadership

Making space for compassion in leadership, life & work

Brisbane Other: _____

on Dates: _____ Month: _____

All participants receive a comprehensive self-coaching guide and toolkit
"The Compassionate Leader" at no extra charge

All events catered – lunch & refreshments; Venue details provided on confirmation of booking;
Dates and venues subject to change or cancellation at discretion of The Change Forum.
Confirmation of arrangements prior to attendance is the participant's responsibility.

1 Please come along by 8.30 am to be ready for a 9.00am session start. Finish by 4.45 pm
(Timing may vary occasionally please confirm this with us prior to attendance)

Personal Coaching Option: As part of program follow-up, we offer an optional 1-hour on-line/phone coaching session to help you consolidate goals, first try-out actions or work through any coaching leadership challenge you have. You can take up this option at registration or any time during the 2-day program at a discounted rate of \$110. If you choose this option after the course finishes, our course follow-up rate of \$220 per hour applies.

Here are my Details... (Please duplicate for multiple registrations)

First Name: _____ Last Name: _____

Organisation: _____

Position: _____ Email: _____

Address: _____

Ph: _____ Fax: _____ Mob: _____

Catering or Other Special Requests: _____

Please send Invoice to: Name: _____

Position: _____

Email: _____ Ph: _____

Please COPY or PRINT off this form and EMAIL or FAX back to secure your booking.

More Information? Call **Bill Cropper** on **07- 4068 7591** Mob: **0429 – 687 513**

Email: your interest to register@thechangeforum.com or FAX: **07-4068 7555**

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