



Developed & Delivered
by
Bill Cropper

☎ 07-4068 7591

✉ leadership.clinics@thechangeforum.com

🌐 www.thechangeforum.com

➔ Do you want to...

- ? Unleash your leadership potential and master the basics of brilliant leadership
- ? Identify critical capabilities and skills you need to be an effective leader
- ? Fast-track through crucial leadership lessons that really make a difference
- ? Clarify what your particular leadership learning challenges and goals are
- ? Develop a personal action learning plan to build your leadership skills
- ? Explore new roles modern leaders play or catch-up on contemporary concepts
- ? See why self-awareness and relational skills matter most for great leadership
- ? Create constructive and connective work cultures to support good results
- ? See problems more systemically and learn how to lead through learning
- ? Work more collaboratively with teams that learn to improve and think together

➔ Bringing out the Leader in You

Most of us know what leaders are *supposed* to do. They come up with strategies, co-ordinate resources, plan changes, schedule activities and keep an eye on how people perform. Fewer of us really know how to lead: how to inspire commitment, mobilise energy and infuse enthusiasm through shared vision, through connecting with people and building relations and by having real conversations and constructive dialogues.

Clever organisations know that looking after their emerging leaders is an essential investment in the future. In fact, building leadership capacity at all levels is a central concern. So it should be.

After all, organisations know they need capable leaders to help them get where they want to go.

They realise it's leaders who create the climate for high-performing teams and vibrant work cultures that continually innovate, learn and improve – and it's leaders who have the biggest impact on the people round them – as 'energizers', 'mobilisers', 'meaning-makers', 'facilitators' and 'coaches'. These are some of the roles that really count. But great leaders didn't learn these overnight. You have to start somewhere on your leadership learning journey – and that's what *Learning to Lead: Laying Foundations for Leadership* is all about.

"Our organisation decided to concentrate on developing our leaders of tomorrow and Bill's range of Learning to Lead courses was just what we'd been looking for. Feedback has been consistently great! Real changes can be seen in attitudes and behaviours."
Jo Lambden, Director Hervey Bay City Council

➔ Who is this Program for?

This 2-day intensive clinic caters to people who are new to their leadership role - emerging and aspiring leaders, as well as other staff you may be relying on (irrespective of formal position) to help create an energetic and pro-active leadership culture in your workplace.

It can also benefit managers who feel they may have gaps in their leadership knowledge, those who want to incorporate new leadership roles into their current leadership role repertoire or people who want to freshen up on contemporary leadership models, frameworks and tools.



➤ What is this Program About?

There's a big emphasis now on learning real leadership skills that differ dramatically from the traditional mental models of what managers do. *Laying Foundations for Leadership* isn't concerned with conventional basics like planning, co-ordinating and organising.

Leaders are made, not born – or is it the other way round?

Many people think leadership talent is something you've either got or not. The notion that leaders are born, not made (so you can't learn leadership skills) is simply false. Research shows good leaders aren't born knowing how to lead - they learn how to. In fact, learning is central to being an effective leader. More and more leaders now link practical outcomes to their ability to continually learn new skills, tools and approaches. You start gradually and methodically learning the right skills, tools and knowledge and develop the perseverance to practice - just like you'd practise learning the guitar. Leadership is a natural human gift that we can all cultivate - given the right learning experiences and practice opportunities.

It focuses on a different, yet equally fundamental set of skills and roles you need to *really* lead - shaping shared vision, relationship-managing, culture-creating, climate-setting, self-awareness, mental agility, systems thinking and change-making. It aims to give you:

- Some useful tools to tackle typical leadership challenges you'll encounter in your role
- Opportunity to straighten out what leadership is really about and the critical roles and capabilities you need to master to lead with purpose, clarity and confidence
- A solid base to build leadership skills using Senge's 5 Leadership Learning Disciplines – Shared Vision, Mental Models, Personal Mastery, Team Learning and Systems Thinking
- Insights into why leading starts with YOU – why personal mastery and self-awareness matter for great leadership
- The impetus to begin working on your own leadership challenges and put together a personal leadership learning plan to sustain you on your leadership journey

Get skills, tools and insights...

“Learning to Lead was very valuable – time well spent. It gave me a better appreciation of leading, provided good tools and many new skills and insights.”
David Kiehne, Queensland Health

➤ A Profile of the Program

This clinic fast-tracks you through the leadership lessons that can really make a difference – using Senge's 5 learning disciplines as a framework. It's based on Module 1 in our *Learning-Centred Leadership Series*. Here's some of the topics we typically touch on in this program...

Day 1: introduces basic concepts, principles, roles and lessons of good leadership as well as the framework of the 5 leadership learning disciplines...

Day 2: Moves to more in-depth exploration and application of tools and practices of the 5 Disciplines to practical leadership roles and situations...

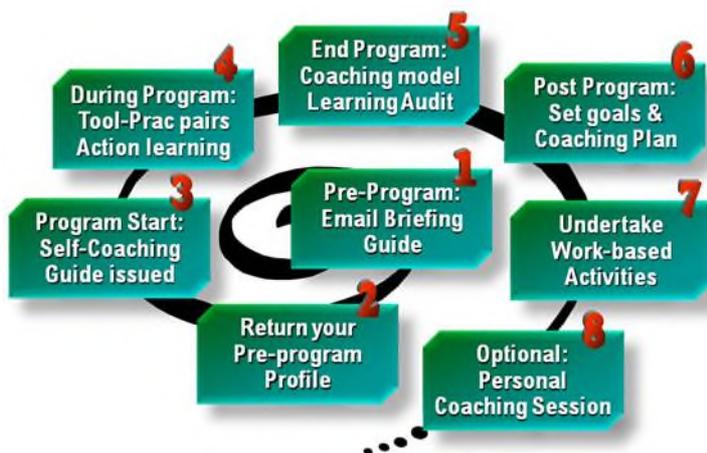
- | | |
|--|---|
| <ul style="list-style-type: none"> <input type="checkbox"/> Learning to lead: key roles and challenges <input type="checkbox"/> Managing or leading – what's the difference? <input type="checkbox"/> Basic leadership lessons: the 7 Principles <input type="checkbox"/> Defining critical capabilities you need to lead <input type="checkbox"/> Learning-centred leadership: leading to learn <input type="checkbox"/> Leadership and the 5 Learning Disciplines <input type="checkbox"/> Leading through Shared Vision and Values <input type="checkbox"/> Mental models – thinking leadership <input type="checkbox"/> Leaders as culture-creators – why it matters <input type="checkbox"/> Relating leadership to sound followership <input type="checkbox"/> Forming and lead effective learning teams <input type="checkbox"/> Participative leadership – why it works better <input type="checkbox"/> Team problem-solving and decision-making <input type="checkbox"/> Setting team goals and performance targets | <ul style="list-style-type: none"> <input type="checkbox"/> Personal Mastery – a matter of mindfulness <input type="checkbox"/> Linking leadership to emotional intelligence <input type="checkbox"/> Self-management – learning to lead yourself <input type="checkbox"/> Leadership and taking self-responsibility <input type="checkbox"/> Resonant or dissonant – leadership styles <input type="checkbox"/> The leader as facilitator and coach <input type="checkbox"/> Engaging and empowering others for results <input type="checkbox"/> Leading conversations – talking to your team <input type="checkbox"/> Systems Thinking – coping with complexity <input type="checkbox"/> Leading people through change <input type="checkbox"/> Leadership Learning Audit: how do you rate? <input type="checkbox"/> Setting your leadership goal and challenges <input type="checkbox"/> Self-coaching: develop action learning plans |
|--|---|

Please note: *Learning to Lead* is a foundational leadership program. This means we touch on topics like leading change but do not go into depth on them. If a particular topic stands out for you, you may want to consider attending one of our other programs on *Personal Mastery - Leading with Emotional Intelligence*, *Leading through Conversations*, *Dealing with Difficult Discussions*, *The Coaching Leaders Clinic*, *Learning to Lead Change* or *Leading through Teams*.

➔ Program Process...What Happens?

☑ **About 10 days prior to the program**, we'll email you a **briefing guide** with some pre-course readings and activities to help you prepare. You don't have to complete these beforehand but some like to get a feel for the program and warm up to the idea of coming along.

☑ **On arrival:** you receive a **self-coaching Guidebook** which has loads of useful information, tools and activities we use in the program. While the Guidebook is constructed to accompany the workshop, they won't follow each other in the exact same order. There's more tools and material in the Guide than we'll have time to cover in the program. Its main use is for afterwards to support your ongoing learning back-at-work.



☑ **During the program:** we take a tool-based approach and you'll get plenty of opportunity to do Tool-Prac sessions, in either pairs or three's. It's part of our experiential, action-learning approach. That means people learn best through doing and trying things out for themselves – and that we all learn from hearing everyone's stories and experiences. That's why we'll ask you to bring along real-life situations. We'll also do other activities that are interactive, 'real-life' relevant and fun!

We make it easy to learn....
"Fantastic presenting - it's easy to learn in your interactive classroom." Stephen Dendle, Sport & Recreation Queensland

☑ **At the end of the program:** we show you a **self-coaching model** you can use to continue learning back-at-work. You also complete a leadership learning audit to help you set initial improvement goals and develop a personalised self-coaching action-plan.

☑ **After the program:** as part of your coaching plan, identify **work-based activities** you can try out new tools and approaches on – because it's action and practice that will help you achieve your goals. We also encourage you to meet with your team, share your learnings and tools, and even see if you can team-up with a learning partner or form a common interest group around a **leadership improvement initiative**.

☑ **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 leadership development challenge you have. You can take up this option at registration or any time during the clinic at a special discount rate (see registration form for details).

➔ The 5 Leadership Learning Disciplines

In 1990, Peter Senge published his ground-breaking book, *The Fifth Discipline*, which pulled together research into what different organisations do to build their learning capacity and why some organisations use learning better than others. Senge codified these practices into what he called '*The 5 Learning Disciplines*' – as well as coming up with the still popular concept-label of 'learning organisations'. The *5 Learning Disciplines* underpin *Laying Foundations for Leadership* and our other programs in *The Learning Centred Leadership Series*®.



The 5 Learning Disciplines – *Shared Vision, Mental Models, Personal Mastery, Team Learning* and *Systems Thinking* – are a set of principles, tools and practices for building leadership and team-learning capability. Each Discipline is made up of some *'guiding ideas'* and various tools that can assist leaders in applying it to real problems, issues and challenges in the workplace. In brief, the 5 Disciplines are:

- ❑ **Shared Vision/Values:** The key vision question is *'What do we want to create together?'* Leaders learn to use tools such as *'positive visioning'*, *'values formation'*, *'concept-shifting'* and *'values alignment'* to create a shared vision, forge common meaning/focus and mutually agree what the learning targets, improvement strategies and challenge-goals should be to get there.
- ❑ **Mental Models:** The beliefs, values, mind-sets and assumptions leaders interpret everything against – that determine the way they think and act. Leaders learn to use tools like the *'ladder of inference'* and *'reflective inquiry'* to practise making their mental models clearer for each other and challenging each others' assumptions in order to build shared understanding.
- ❑ **Personal Mastery** is centrally to do with *'self-awareness'* – how much we know about ourselves, our emotional and thinking patterns and the impact our behaviour has on others. Leaders learn to use tools like *'perceptual positions'* and *'reframing'* to enhance the quality of interaction and relationship in and outside their teams.
- ❑ **Team Learning** happens when teams start *'thinking together'* – sharing their experience, insights, knowledge and skills with each other about how to do things better. Leaders learn to use tools like the *'action learning cycle'* and *'dialogue'* to develop critical reflection skills and conduct more robust, skillful discussions with their teams and each other.
- ❑ **Systems Thinking** is a framework for seeing interrelationships that underlie complex situations and interactions rather than simplistic (and mostly inaccurate) linear cause-effect chains. Leaders learn to use *'systems thinking maps'* and *'archetypes'* to analyse situations, events, problems and possible causes/courses and find better (and often not obvious) leverage points in a system for change and improvement.

➔ When, Where & How do I Register?

Dates for scheduled public events are advised when emailing this Brochure, through our website and in e-News updates circulated from time-to-time. Or contact us direct to check current event dates in your region. Actual **venues** are confirmed on registration.

Course fee (GST inc) covers program participation, lunch and refreshments each day plus a comprehensive self-coaching Toolkit to support your ongoing learning back at work. Accommodation and travel are your own responsibility. **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** at the end of this Brochure and return by Fax or Email.

➔ Interested in running *Learning to Lead* in-house?

Learning to Lead: Laying Foundations for Leadership can be run in-house for leadership learning groups of 10 to 18, as a single 2-3 day program or a series of 1 or 2 day events spread out over several weeks or months, and optionally customised to suit your particular leadership development needs or goals. As well as strengthening team relationships, in-house learning enhances shared understanding and increases the likelihood of people applying new leadership ideas and strategies productively in 'real-time' back in your workplace.

To talk about adapting *Laying Foundations for Leadership* to support your organisation's new leaders, contact Bill Cropper on 07-4068 7591.



➤ 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* – which gives you some simple, straightforward answers to help you make up your mind whether our coaching approach might suit you. Or call Bill

Cropper on [07-4068 7591](tel:07-40687591).

➤ About your Leadership Coach...

The Change Forum specialises in delivering creative change solutions to help strengthen leadership capability, deepen learning capacity at organisational, team and individual level and assist leaders to build vibrant, supportive and safe work cultures and high-performing teams.

How leaders lead has a lot to do with the work culture they create. Our work centres on the close connection between change, leadership and learning and building conversational, emotional and team-working capabilities. Feedback we get often says *"keep doing what you do - so well"* – so we do. People from all walks of life use our forums and coaching clinics to enrich their relational leadership skills – team leaders, school leaders, executives, councillors, health industry and community workers, classroom teachers, directors, administrators, public sector professionals, learning advisors, change agents, facilitators and trainers.

BILL CROPPER is Director of *The Change Forum* and the creator of this program. He has a wealth of practical experience in strategic change management, leadership learning and group facilitation in a wide range of federal, state and local government organisations throughout Australia. He is a preferred learning consultant/ leadership coach for a number of public sector agencies, providing facilitation and coaching services to senior executives, managers, facilitators, work teams and community groups around team reformation, organisation renewal, strategic planning, and the application of Peter Senge's 5 Learning Disciplines to strengthen the leadership-learning capacity of organisations, teams and individuals and help them navigate their way through change.

Complementing his ongoing passion for learning-centred leadership and team-based approaches to 'living-at-work' work, Bill is keenly interested in the benefits of conversational coaching and emotional intelligence to cultivate promote more constructive, connective and compassionate workplaces and facilitate personal growth and change mastery. For the past seven years, he's run extensive rounds of Conversational Coaching and 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 and state development, health, housing, transport, public works, primary industry and local government.

Bill is an experienced and prolific writer of learning guides, toolkits and skills workbooks to support work-based learning, leadership development and organisation change. He 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.

What people say about Bill's style!

"Your friendly, laid back manner put us at ease right from the start and you made things relevant for our work context with practical examples." Robyn Yared, Greater Brisbane Gifted Education Network.

"Your style makes it hard for participants not to become involved – very relaxed and non-threatening." Kim Hobdell, Q-Transport

"I find Bill's style relaxed. He uses real life scenarios, examples and experiences and creates a safe environment." Roz Golden, Dept of Education Science & Training

"I really enjoy your facilitation style Bill a well balanced mix of theory, practical and humour in a relaxed, fun atmosphere that makes learning easier." Mickey Polkinghorne, Disability Services Queensland

➤ Want to know More about our Learning Programs?

➤ [The Learning Centred Leadership Series](#) – a framework of development modules covering major learning, leadership or change arenas. Modules can be delivered as stand-alone programs or combined in various ways to fit particular change, learning or leadership development strategies.



- **Working Better Together** is the generic label we use for our team-building approach. We regularly design and run tailored team-building interventions for teams that want to build a more positive team culture, harness commitment to a shared vision and create opportunities for growth and challenge.
- **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 non-supervisory STAFF): 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. *“Brilliant! I really feel much more capable of handling them now.”* Dana Farrell – BlueCare
- **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 ‘hands-on’, practise-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. *“I coach team members and found this clinic well designed and delivered and extremely relevant to my needs... structure, content and tools presented were practical, useful and relevant in the workplace. An effective learning experience – well done.”* Lisa Cochrane – Queensland Police
- **Learning to Lead Change–Using the 5 Disciplines to make change work**: The primary role of leaders is to produce change. This down-to-earth, nuts-and-bolts program gives you a good grounding in practical concepts and frameworks to effectively initiate, design, plan, lead and monitor change and the critical practice areas and steps you need to know about. *“Challenged my ideas and clarified my thinking in relation to managing change strategically. Well done.”* Julie Lawler – Department of Local Government
- **Challenging Change Resistance**–One of the biggest worries for most change leaders is “What do we do with resisters?” Sometimes, this almost eclipses their ability to focus constructively on the change itself. Denial, hostility, resistance, frustration, a sense of loss of control and helplessness are normal change reactions everyone experiences to some degree. But prolonged feelings like this can spread and infect others, detract from personal/organisation change-ability and become a big block to change in the long run. This 1-day practical focus session concentrates on the anatomy of change resistance and strategies for engaging with and managing it proactively.
- **Leading through Teams–Applying the 5 Learning Disciplines to Team Renewal and Reformation**. Teams are a common feature of today’s working landscape but very few workplaces know how to make teams work. Successful leaders need to know how to guide workgroups through the key steps, issues and choices for forming and sustaining successful high-performing teams that are increasingly more self-directing over time. This 2-day practical clinic shows you how to form, maintain and improve teams and how to lead them to build team capability and commitment to common goals as well as managing team relationships and performance. *“Excellent, very relevant to my workplace. If you work with teams this program is a must...”* Danny Lynch Works Supervisor
- **Compassionate Leadership–Making space for compassion in leadership, life and work**. Most leaders are still conditioned to put business before benevolence – to lead with head, not heart. Compassionate leaders connect, inspire, energise and motivate. This 2-day extension to our *Personal Mastery: Leading with EI* program shows how to mindfully cultivate empathy, compassion, connectivity and resonance.

➤ Contact Us...

For individual program brochures, more information on *Learning to Lead* or our leadership learning, coaching, facilitation and change consultancy services, please contact **Bill Cropper** on:

TEL: 07-4068 7591 MOB: 0429-687513 FAX: 07-4068 7555

EMAIL: Leadership.Clinics@thechangeforum.com WEB: www.thechangeforum.com

