



“Our deepest fear is not that we are inadequate...
 Our deepest fear is that we are powerful beyond measure.
 It is our light, not our darkness that most frightens us...
 Your playing small does not serve the world...
 We are all meant to shine as children do...
 And as we let our own light shine, we unconsciously give other people permission to do the same.”

*Extract from: Nelson Mandela 1994 Inauguration Speech
 Originally by: Marianne Williamson*

Creating A Positive Future

“Hi everyone.

2010 feels like an important time for us all to focus on how we can create a really positive future for ourselves and those around us. It provides an opportunity for all leaders and managers to take up the challenge of creating something better, something more sustainable – a place where people want to be, where they are truly engaged and valued. Maybe we can start to build on everyone’s strengths – what would that be like?? Perhaps now is the time to try it and see. We have been working with some organisations who have put their people and learning at the forefront of their agenda, aiming to develop real success. If you look carefully I believe you will find something in this Newsletter that will spark your ideas, and support the quest for you and your organisation to ‘shine’ brightly in the future.



See you soon,”

Anita

Aspiring Leaders



At Lancashire Probation Trust they had the radical idea of offering a programme to develop those aspiring to be the leaders of the future. This may not seem so unusual, but it does seem to be enlightened thinking – hands up those managers who moved into a management role with no management training at all!!

This has led to the development and delivery of the Aspiring Leaders

Programme. The second group of managers is now going through the programme. The interesting thing about the programme is that it is seen as a success if people decide at the end that they do want to move forward to become managers, or if they decide, from all the things they have learned, that management is not for them.

The programme consists of a number of workshops facilitated by ADG, with inputs from managers at other levels in the organisation. An important part of the process is that each participant identifies a mentor for the programme who is already a manager, and through these mentors many development opportunities have been undertaken. The participants keep a learning log throughout and the sharing in the workshops is very important as there is feedback from the participants about their ideas and thoughts on management/leadership between the sessions and about the opportunities they are creating and taking to develop themselves further. The emphasis is on the individual participant's responsibility to make and take opportunities for development throughout. The learning certainly doesn't stop at the end of the programme, this is really the start and those that want to move forward into management have a plan to move forward with.



Kerry McKeivitt the new HR Director at the Trust (presently studying for the NVQ Level 5 in Management with ADG) said:

"I see this as part of developing our culture, ensuring that our managers of the future are empowered and understand that all managers and leaders need to be continuously developing themselves. We are going through

some serious changes and restructure ourselves, I believe that it is even more important at this time to ensure that the organisation has a clear talent management strategy. This programme is an important part of our talent management process".

If you are interested in knowing more about the Aspiring Leaders Programme do give us a ring, and we will be happy to explain it further.

Tel: 01772 679154

Developing Excellent Organisations

Business Link – Leadership and Management Funding in the North West

Over the past year there has been a great opportunity for managers and leaders to obtain funding to support their management and leadership development. The Government has recognised that effective management and leadership does affect an organisation's ability to succeed, especially during difficult times. There is up to £1000 available for managers in certain organisations. We have been working closely with Business Link to provide services to those eligible. Some of our customers who have accessed this funding have been:-



Charlotte Bonney: Nutkins Nursery, Cleveleys Nr Blackpool. Charlotte is undertaking the NVQ Level 5 in Management and Leadership. She is the owner manager of the nursery and a qualified teacher. Since taking over Nutkins Charlotte has moved it forwards in leaps and bounds at its recent inspection the

Nursery was given an 'Excellent Rating'. She is enjoying the challenge of the NVQ Level 5 and has made lots of improvements since starting the programme.

Colin Jones, Nippon UK.

Colin runs a martial arts organisation that specialises in developing adults and children in both his own centre in Preston and in a wide range and number of schools throughout the county – their programmes

are recognised as helping to develop anti-bullying and confidence. Colin is a very busy person and as well as owning and running Nippon UK he spends some of his time as a Mentor for people starting up in business. He decided that the NVQ 5 in Management and Leadership would be useful for him as it gave him the opportunity to review his own K&U and share it further with those he is mentoring. Colin completed the programme in a record 6 months. He says "This programme fitted in with my needs, I met my coach/assessor monthly and we often digitally recorded our conversations and these could be used as part of the qualification."



We have other clients who have accessed this funding and are working with us to achieve: NVQ 4 in Management, Executive Coaching, Level 5 Diploma in Management, Time Management Training, Team Building.

If you are interested in accessing the Leadership and Management Fund ring Debbi Rennie at ADG for an initial chat: 01772 679154. Funding may be available for one manager or more in an organisation.

CMI Developments

As the leading body for management and leadership the Chartered Management Institute certainly



likes to keep moving forward and continuously developing itself. Over the past 12 months there has been a new Chief Executive of the Institute and some real improvements have been noticeable. One of the key aims of the organisation is to communicate effectively with all members. With this in mind the CMI has a new Logo which seems much fresher, younger and more dynamic.

Re-accreditation - ADG are pleased to have obtained re-accreditation as a CMI Approved Centre which means we have now been Approved for 12 years. Our re-accreditation will last until 2012. We can offer management and leadership qualifications from Level 2 to Level 7. As you know we like to work with organisations to develop programmes and then link to the appropriate qualification – this ensures organisations achieve just what it is they need.

Chartered Manager Integrated Process - the importance of managers and leaders to organisations has never been more clear. If organisations are going to be able to move out of the recession they need people who are capable and competent to lead them. People that can make a real impact. The Chartered Manager process is one way to show that your people are making a real impact as this is what they need to demonstrate in order to achieve this status. We are in the process of developing an integrated Chartered Manager/Qualification Model to enable those working with us to achieve a qualification and at the same time to demonstrate their impact on their organisation at the appropriate level to gain the Chartered Manager status. Many organisations have recognised the benefits of gaining Chartership for their managers. Perhaps it is something you would like to know more about. We can support you to achieve Chartered Manager status through either coaching or qualification (depending on your present status). Do let us know if we can help you with this - there are more details on our web site.

New qualification additions to the CMI - offerings include the Coaching qualifications: Award, Certificate and Diploma – ADG are accredited to deliver these and have found them very beneficial for the individuals and organisations we are working with. This is a picture of the 1st group through the Introductory Diploma in Coaching at Unilever UK in Leeds.



The certificates were presented at an award ceremony at the factory by Roger McCartney, Regional Manager for the CMI. The programme is part of a bigger culture change programme that ADG has been working on with Unilever. The next stages of the process will continue throughout 2010 and 2011, these include coaching programmes for up to 34 additional leaders and a specific coaching programme for the Senior Leadership Team. Unilever have seen the development of coaching skills for leaders as essential so that they have the skills to really empower the people, so that everyone contributes as much as they can to the organisation. The leaders have really made some differences and gained a lot through the programme; some of their comments on their development are:-

The course has helped me a lot, I use it to manage people and to be a more effective leader

I have been equipped with a tool kit I will use for the rest of my life

Dramatic increase in confidence in 1:1 situations

I have much better skills to deal with conflict

I have become a better listener

I am less directive

I now have an additional way of leading to use

I use coaching more as a leadership style

We have a coaching mentality in our team – a big step forward

world of
learning
Conference & Exhibition

Learning Technology Event – we were very pleased to be chosen from over 700 applicants

to present our Case Study of Coaching at Unilever at the Learning Technology Event held at the NEC Birmingham. Our title was: “Coaching a Fast Track to Leadership Development”. This was very well received by the large audience, including leaders from Rolls Royce and British Airways.

If you are interested in coaching qualifications and culture change in your organisation please contact us to discuss. Maybe you would like us to present to your people?

Our third group on the Level 5 Diploma in Coaching has just started and the next one starts in May - call now to register. All dates for our programmes are shown on our website. Customised programmes can be run at times and places to suit you.

What makes the difference for success?

We have noticed some interesting threads that seem to run through many of the organisations we have been working with and have helped them to achieve success:-

- **Culture change** – if the organisation has had a large reorganisation, to maximise the effectiveness of the change it is important to think about people’s behaviour. If there are norms that have developed in the old culture, which are not suited to the new, is there a need to increase the pace of behavioural change, so that the behaviours support the reorganisation and increase

the positive impact? Unilever and Lancashire Probation Trust have both put time and effort into developing the organisation culture following restructure. ADG developed workshops to enable fast paced change. One aspect of this was creatively 'shocking' people into understanding the need for change! If you would like to know more give us a ring on: **01772 679154**

• **Planning for Change** – One organisation we are working with planned to make redundancies and asked us to work with them to identify issues that would help to reduce the negative impact of this. This was a part of their effective planning. A key area identified was to provide support for managers who had to have the 'Difficult Conversations' and tell the people who were to be made redundant. A series of workshops was developed so that managers were aware of the issues that might arise, and could work out how to deal with their own, and others, emotions. Managers are pleased to have support in this area as in many organisations managers find it hard to give feedback, especially of this kind. Without this development the organisation felt there would be more upset, leading to decrease in performance during the change process. If you or your managers want help with 'Having Difficult Conversations', give us a ring to discuss.

• **Confidence** – is this the most important ingredient in achieving success? It is interesting to think about confidence, what is it? What makes some people seem more confident than others? Certainly for leaders and managers confidence in what they are doing, why they are doing it and how they are doing it is crucial.

There can be many reasons why people want to improve their confidence, it can make a significant difference to success. There are many techniques that can help you to understand and manage your emotions to achieve the things you really want to.

We are pleased to be able to offer, in conjunction with **24-7 Coaching a Confidence Coaching Package**. This is suitable for individuals or small groups and can be run in company or via e-learning with telephone support. Have a look on our website under courses/resources.

24-7⁰⁰U.com
all about you 24-7!

We do hope you decide to make this the year when you choose to develop your confidence so that you can fully achieve your ambitions. If you are interested in some more information in this or any other learning/development topic do please contact us.

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