



**Development Process**  
***“Elite Performance for Maximum Impact”***

(Programme Overview)

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# CALIBRE DEVELOPMENT PROCESS

The goal of the **CALIBRE** development process is to help ambitious companies achieve their profit potential by developing the competitive engagement of their people to a point where they have an unassailable and sustained Competitive Advantage.

We do this by transferring and embedding new standards of thinking and behaviour within the hearts and minds of people in an organisation. This is achieved at two levels.

1. Helping individuals find, define and express meaning and purpose in their work, and grow their earning power, by developing the strategic craft that fully expresses their unique talent, innovativeness and entrepreneurial engagement.
2. Developing elite performance in teams by UNLOCKING Creative Capital, Human Uniqueness and Entrepreneurship in people, and SHAPING this collective spirit and energy through teamwork to MASTER a Unique Future for Customers, the Company and its People.

The process is essentially risk-free as Human Performance and Financial Performance benchmarks are established upfront against which to measure progress at every phase with every team in an organisation. Each phase is designed as a complete section of learning and application to a business providing a distinct and measurable payback.

Calibre-Elite achieves this unique result by equipping and involving team leaders in transferring and applying the programme to their own teams. Team leaders whose prime responsibility is to effectively apply a company's vision and strategy "on the ground" now actually achieve this, sometimes for the first time by applying new performance standards to themselves and then having to mentor their own teams as part of their leadership development.

Calibre-Elite provides coaching support throughout the process providing frequent feedback at a strategic level to ensure client objectives are always met at every stage. **ProDex** performance indices and the client's financial measures form an essential part of this monitoring process.

# PROGRAMME OBJECTIVES

## **THE INDIVIDUAL GOAL**

“To help individuals Find, Define and Express meaning and purpose in their work, and grow their earning power, by developing the Strategic Craft that fully expresses their unique talent, Innovativeness and Entrepreneurial Engagement”

*Individuals are brought face to face with the principles and strategies that will empower them to change their thinking, habits, performance and future.*

## **THE TEAM GOAL**

“To harness the unique contributions of individuals for a team “cause” that is distinctly personal and motivating that will strategically impact customers and the organisation, and that demands significant commitment and synergy to accomplish”

*Teams will experience the impact that a committed group of individuals can have on the future of their customers and organisation.*

## **THE CORPORATE GOAL**

“To help ambitious companies achieve their profit potential by developing the Entrepreneurial Engagement of their people to a point where they have an unassailable and sustained Competitive Advantage”

*Organisations see what is possible when everyone is fully engaged in achieving and benefiting from its corporate vision and mission.*

# ***INTRODUCTION***

## **ELITE PERFORMANCE**

### **(Headings Only)**

- Globalisation & 21st Century Realities
- The Bureaucratic Disconnection
- Elite Performance
  - The Concept
  - The Reward
  - The Application
  - The Goal
- Introduction To Concept Models

# **PART 1**

## **ESTABLISHING A PLATFORM TO PERFORM**

***“Redefining Performance Boundaries”***

### **PROGRAMME MODULES**

- Ownership & Opportunity
- Customer Bonding
- Personal Change
- Goals
- Harnessing Time
- Personal Leadership

## MODULE 1:

# OWNERSHIP & OPPORTUNITY

## “Creating and Owning New Opportunities”

### Strategic Reality:

Defining our difference starts with the new opportunities we ‘Create’ and ‘Own’, and is dependent on our embracing two realities. Firstly, our on-going willingness to take collective ownership of customers’ needs, and secondly, how we generate from these, new ideas and solutions that can be used to create bigger opportunities for them, our company and ourselves.

### Objectives:

To explore and understand the concepts of “Ownership” and “Opportunity” as a basis for creating opportunities for new value that did not exist before. This new value that is “owned” by the individuals and teams who have created it, is their platform for further engagement in your organisation and the *Calibre* development programme.

<b>Personal Development</b>	- <b><i>Taking Stock</i></b> of “Your Business”
<b>Business Development</b>	- <b><i>Defining</i></b> New Opportunities
<b>Immediate Business Impact</b>	- <b><i>Experiencing</i></b> New Motivation
<b>Future Business Impact</b>	- <b><i>Seeing</i></b> a Bigger Future

### Outcomes:

On completing this module delegates will:

1. Understand the need to take ownership of every facet of their lives and careers, and become opportunity-minded in relation to the value they create for customers, their team and your organisation.
2. Have identified and outlined fresh solutions to existing problems, and new opportunities to add value that will be implemented during the next ninety days.
3. Have defined these new solutions and opportunities in terms of individual contributions and team outcomes.

### Duration:

Approximately 2 hours

## MODULE 2:

# BONDING WITH CUSTOMERS

## “The Shift from Service to Impact”

### Strategic Reality:

We continue to define our difference by shifting our value in the eyes of our customers from ‘Service’ (which is easy to replicate) to ‘Impact’ (which cannot be replicated), by strategically advancing their interests through the novel and innovative solutions we bring to them. This will cause them to ‘Bond’ with us as they become more dependent on the value we create for them.

### Objectives:

1. To explore the concept of “Customer Bonding” as an expression of “Ownership and Opportunity”, and as the means to creating Strategic partnerships with customers.
2. To apply the principle of “Customer Bonding” as a strategy to understand our customers’ dreams, and then create innovative solutions to help them achieve their dreams.

<b>Personal Development</b>	- <b>Understanding</b> Customer’s Dreams
<b>Business Development</b>	- <b>Aligning</b> Yourself with Customers
<b>Immediate Business Impact</b>	- <b>Seeing</b> Increasing Customer Interest
<b>Future Business Impact</b>	- <b>Positioned</b> for a Bigger Future

### Outcomes:

On completing this module delegates will:

1. Understand the difference between the Functional, Service and Impact Zones as it pertains to their engagement in your business and with your customers’ needs.
2. Apply this principle to the opportunities identified in module 1, in addition to new opportunities to Impact customers’ problems and needs, with a view to bonding with them.
3. Document and measure the results of new efforts to move from meeting customers’ operational needs to meeting their strategic needs.

### Duration:

Approximately 2 hours

## MODULE 3:

# INVITING CHANGE

## “Personal Reinvention”

### Strategic Reality:

The need to engage continually with our customers with ever-higher levels of value, challenges us to go beyond simply making cosmetic adjustments to the way we think and do things. We often need deep change within ourselves to achieve this, requiring us to review the values, beliefs and perspectives that form such an important part of how we define our difference.

### Objectives:

1. To understand that “Change” as a phenomenon is driven by the need to survive by adjusting to changing needs and opportunities both at a global and local level, and that our personal economic relevance is dependent on our ability to see change as an opportunity for personal and business growth.
2. To assess the personal beliefs and values that determine our response to change, and the challenges that we face both in the workplace and in our personal lives.
3. To use the concepts of “Ownership and Opportunity” and “Customer Bonding” as tools to drive the “Change” we want rather than having to *respond* to “Change” created by competitors and other outside influences.

**Personal Development** - *Reinventing* Yourself

**Business Development** - *Defining* your Economic Relevance

**Immediate Business Impact** - *Visualising* your Strategic Relevance

**Future Business Impact** - *Ready* for a Bigger Future

### Outcomes:

On completing this module delegates will:

1. Be able to face personal and business challenges with new confidence, and from a perspective of growth and opportunity rather than fear.
2. Identify immediate opportunities to apply this new thinking in the workplace and in their personal lives.
3. Commit to developing these new opportunities with a view to making a habit of turning challenges into opportunities.

### Duration:

Approximately 2 hours

## MODULE 4:

# GOALS

## “Building an Intense Desire to Win”

### Strategic Reality:

We also define our difference by the goals we set because of the changes we decide to make within our businesses and ourselves. Building an intense desire to win in business is about setting goals that are distinctly personal and motivating, but at the same time align with business objectives and customer needs. We feed this desire to ‘win’ by continually reviewing our personal and business goals.

### Objectives:

1. To understand why Goal Setting is an essential skill perfected by all high achievers.
1. To build on previous modules by understanding how opportunities and personal change can be translated into realities by setting well defined, achievable and measurable goals.
2. To convert team plans into specific goals that are meaningful to individual members, and that create an intense desire within the team to achieve success.

<b>Personal Development</b>	- <b>Defining</b> Personal Objectives
<b>Business Development</b>	- <b>Defining</b> Business Objectives
<b>Immediate Business Impact</b>	- <b>Achieving</b> Strategic Focus
<b>Future Business Impact</b>	- <b>Focused</b> on a Bigger Future

### Outcomes:

On completing this module delegates will:

1. Be able to convert performance requirements into specific team goals.
2. Measure personal and team success using the documented goals as the criteria for success.
3. See further opportunities to improve performance through Goal Setting.

### Duration:

Approximately 2 hours

## MODULE 5:

# HARNESSING TIME

## “Free To Focus on Impact”

### Strategic Reality:

Setting high-impact goals is not enough. We must also achieve them. We further define our difference by how we harness our time to ‘bond’ with customers, innovate, and focus on delivering impactful performances. To achieve this we must cultivate a new appreciation of the value of time and have the focus to clear up the clutter of ‘Functional Business’ to set us apart from others.

### Objectives:

1. To free up to 20% more time to spend on strategic development critical to your team’s (Business Units) success.
2. To understand and apply Impact Management as the conceptual framework around which *Time Effectiveness* is created and managed.
3. To develop new thinking habits about priorities to ensure on-going Impact on customers.

<b>Personal Development</b>	- <b>Deciding</b> on Priorities
<b>Business Development</b>	- <b>Applying</b> Priorities
<b>Immediate Business Impact</b>	- <b>Momentum</b> starts to Happen
<b>Future Business Impact</b>	- <b>Building</b> a Bigger Future

### Outcomes:

On completing this module delegates will:

1. Understand the concept of Impact Management as a management tool of critical importance to Entrepreneurial development and performance.
2. Identify significant opportunities for greater performance by applying better time effectiveness.
3. Change the focus of their efforts to spending more time on “Impact Actions”

### Duration:

Approximately 2 hours

## MODULE 6:

# PERSONAL LEADERSHIP

## “Sustaining Personal Performance”

### Strategic Reality:

To maintain the high levels of impact (expressed difference) that harnessing time frees us to achieve, we need to develop the necessary discipline and motivation that comes from Personal Leadership. How we apply and express these principles in our own lives is also an important expression of our unique difference.

### Objectives:

1. To explore and understand the principles of Personal Leadership as the essential disciplines required for personal effectiveness in 21<sup>st</sup> century business teams.
2. To create new expectations and set new standards of personal performance as a result of this new understanding.
3. To apply Personal Leadership disciplines to the learning and outcomes of other modules (particularly “Goal Setting” and “Harnessing Time”) to maximise performance.

**Personal Development** - *Developing* Personal Discipline

**Business Development** - *Performing* Consistently

**Immediate Business Impact** - *Reliance* by Customers on You

**Future Business Impact** - *Connected* to a Bigger Future

### Outcomes:

On completing this module delegates will:

1. Be able to identify areas in their personal and business lives where they are not in control, and which represent opportunities for improved effectiveness.
2. Know how, and be motivated to, apply Personal Leadership principles to their lives as the means to achieving personal and team goals.
3. See Personal Leadership as a basic building block essential to the success of future modules in the programme.

### Duration:

Approximately 2 hours

## **PART 2**

# **FOCUS ON PERSONAL DELIVERY**

***“High Level Engagement & Application”***

### **MODULES**

- Purpose & Focus
- Unique Ability
- Personal Branding
- Performance Beliefs
- Relationships
- Customer Impact – Vision

## MODULE 7:

# PURPOSE & FOCUS

## “Defining a Personal Mission”

### Strategic Reality:

When we have a clearly defined Personal Mission, we make a quantum leap in defining our difference the world we serve. We discover our ‘Life’s Work’ and find a deep sense of purpose in what we do. Expressing this purpose is vital to our sense of well-being and provides the motivation and focus necessary to excel on an on-going basis.

### Objectives:

1. To explore and understand the principle of Purpose as it pertains to discovering individual success drivers and their application to performance in a business environment.
2. To help individuals define and apply Purpose to their business lives.
3. To understand how Purpose provides the Focus necessary to achieve aspirations and goals.

<b>Personal Development</b>	- <i>Discovering</i> your Life’s Work
<b>Business Development</b>	- <i>Laying</i> a Platform for Greatness
<b>Immediate Business Impact</b>	- <i>Driven</i> by Purpose not Need
<b>Future Business Impact</b>	- <i>Passion</i> for a Bigger Future

### Outcomes:

On completing this module delegates will:

1. Have a new sense of purpose and direction in their personal and work lives in terms of the mindset necessary to deliver “Impact Zone” performance.
2. Have defined this purpose in terms of a Personal Mission statement.
3. Be equipped to achieve their Personal Mission and move to the next level of Entrepreneurial development, which focuses on Personal Delivery.

### Duration:

Approximately 2 hours

## MODULE 8:

# UNIQUE ABILITY

## “Realising Your True Value”

### Strategic Reality:

Our Unique Ability is what sets us apart from every other person on the planet and is central to expressing our defined difference. Unique ability does not define what we are good at, but what we are unique at, and is a special gift enabling us to fulfil our personal mission and realise our true value. By developing and applying our Unique Ability we raise our own and others’ expectations of us, creating limitless new possibilities.

### Objectives:

1. To understand that one’s Unique Ability is the key means to achieving a Personal Mission and the next phase in achieving aspirations.
2. To identify and define the framework for developing Unique Ability.
3. To begin to apply Unique Ability in achieving one’s Personal Mission.

<b>Personal Development</b>	- <b>Defining</b> Personal Uniqueness
<b>Business Development</b>	- <b>Expressing</b> Personal Uniqueness
<b>Immediate Business Impact</b>	- <b>Demand</b> by Customers for You
<b>Future Business Impact</b>	- <b>Expectation</b> of a Bigger Future

### Outcomes:

On completing this module delegates will:

1. Embark on a quest to develop and apply their Unique Ability to current and future business challenges as the means to raising their value proposition.
2. See how previous modules provide the basis for developing and applying Unique Ability.
3. Have a new standard from which to base all future performance.

### Duration:

Approximately 2 hours

## MODULE 9:

# PERSONAL BRANDING

## “Marketing You as a Business”

### Strategic Reality:

We create our greatest opportunities when we promote and apply our Unique Ability. Personal Branding is our means of ensuring that others see us, as we want them to. It is by marketing our unique ability in a way that defines our difference to customers and our organisation, that we grow our value in the eyes of the people through whom we will achieve our own goals.

### Objectives:

1. To brand one’s Unique Ability in a way that can be “marketed” and “bought” by customers and the organisation.
2. To create a strategy to penetrate your market using Personal Branding.
3. To become indispensable to customers and organisation by successfully marketing and applying one’s Unique Ability.

<b>Personal Development</b>	- <b>“Packaging”</b> Your Value
<b>Business Development</b>	- <b>“Marketing”</b> Your Value
<b>Immediate Business Impact</b>	- <b>Acceleration</b> of Opportunity & Income
<b>Future Business Impact</b>	- <b>Securing</b> a Bigger Future

### Outcomes:

On completing this module delegates will:

1. Have a strategy and plan to Brand and market themselves to customers and their organisation.
2. Have the confidence based on their marketing plan, to achieve their Personal Mission and aspirational business goals.
3. Be even more open to new opportunities to add Unique Value.

### Duration:

Approximately 2 hours

## MODULE 10:

# PERFORMANCE BELIEFS

## “Staying On Top Of Your Game”

### Strategic Reality:

In order to stay on top of our ‘game’ it is essential that we develop a strong personal belief system to underpin what we are doing. Overcoming obstacles is a challenge that will always require the mastery of emotional resilience and a solid platform of motivational beliefs that are also part of our personal brand. How we develop and apply our Performance Beliefs in lifting our standards of performance to meet the standards of the competitive elite, will further define our difference in the eyes of others.

### Objectives:

1. To explore and understand entrepreneurial *Performance Beliefs* as the means to developing and maintaining performance at an aspirational level.
2. To apply these principles to specific personal and team challenges with a view to developing new thinking and behavioural habits.
3. To measure the results that can be produced by consistently applying entrepreneurial Performance Beliefs.

<b>Personal Development</b>	- <b><i>Internalising</i></b> Competitive Strengths
<b>Business Development</b>	- <b><i>Applying</i></b> Competitive Strengths
<b>Immediate Business Impact</b>	- <b><i>Maintaining</i></b> the power to Win
<b>Future Business Impact</b>	- <b><i>In Front</i></b> for a Bigger Future

### Outcomes:

On completing this module delegates will:

1. Have applied the motivational principles to actual business situations and experienced the resultant benefits.
2. Have the confidence to pursue their aspirational goals on the basis of having acquired the emotional resilience to overcome any obstacles.
3. Be able to understand and apply further modules using Performance Beliefs as a basis.

### Duration:

Approximately 2 hours

## MODULE 11:

# RELATIONSHIPS

## “Building Strong Coalitions”

### Strategic Reality:

21<sup>st</sup> century business has become more about human networks than technical products, and there is now a new urgency to unlock relational value between people within teams, across organisations and outside organisations to establish coalitions to share and deploy unique skills. Establishing relationships is the next important step in defining our difference and capacity to impact business growth.

### Objectives:

1. To understand the principles of business relationships and how these can be nurtured to great effect using the Unique Abilities and value that individuals and teams provide.
2. To appreciate the value of people and the diversity they bring to the workplace.
3. To begin exploring and putting to use the synergies that can be created from relational coalitions.

**Personal Development** - *Reflecting* on the Value of People

**Business Development** - *Creating* Personal Bonds

**Immediate Business Impact** - *Unlocking* the Strength of a Team

**Future Business Impact** - *Supported* for a Bigger Future

### Outcomes:

On completing this module delegates will:

1. Be able to recognise new potential business opportunities with colleagues and customers on the basis of relational combinations.
2. Begin to see and explore relationships from perspectives of value, synergy and strategic partnerships.
3. Be prepared for the next level of entrepreneurial development of working inside an elite team.

### Duration:

Approximately 2 hours

## MODULE 12:

# CUSTOMER IMPACT - VISION

## “Reality Check on Team Vision”

### Reality Check:

Vision is critical, but to what extent is the mission to impact customers as the vehicle to achieving the vision, a reality in the business unit (organisation)?

### Objective:

To ensure that the vision of the business unit (organisation) is successfully translated to a mission to impact customers.

### Key Features:

<b>Opportunity through Change</b>	- Willingness by people to be visionary about creating new opportunities.
<b>Focus on Creativity and New Ideas</b>	- Engagement by people in the process of creating innovative impact.
<b>Leadership</b>	- Seeking long-term solutions to problems that impede vision.
<b>Future Confidence</b>	- Collective buy-in and focus on achievable goals.
<b>Shared Vision</b>	- Belief in a common purpose

### Outcomes:

On completing this module delegates will:

1. Understand the relationship between the Vision and Mission of a business.
2. Be able to apply all previous modules to ensure that the vision of the business unit (organisation) is successfully translated to a mission to impact customers.

### Duration:

Approximately 2 hours

## **PART 3**

# **WORKING INSIDE AN ELITE TEAM**

***“New Impact Translated Throughout The  
Business”***

### **MODULES**

- Customer Impact - Engagement
- Risk & Reward
- Innovation
- Unique Teamwork
- Customer Impact - Alignment
- Customer Impact - Performance

**MODULE 13:**

**CUSTOMER IMPACT - ENGAGEMENT**

**“Reality Check on Team Engagement”**

**Reality Check:**

How engaged is the team?

**Objective:**

To ensure that the engagement of people in every business unit in the organisation is up to the new standards of the Impact Zone.

**Key Features:**

<b>Culture</b>	- Environment in which work gets done.
<b>Responsiveness to Customer Demands</b>	- Ownership of the vision and opportunity.
<b>Commitment to Service</b>	- Pride in who we are and what we do.
<b>Proactively striving to Excel</b>	- Going beyond current experience
<b>Team Synergy</b>	- Seeing and working toward the bigger picture.

**Outcome:**

On completing this module delegates will:

Be able to draw on the knowledge of previous modules to reinforce and ensure that engagement is up to the new standards of the Impact Zone.

**Duration:**

Approximately 2 hours

## MODULE 14:

# RISK & REWARD

## “When It Really Starts To Count Personally”

### Strategic Reality:

People who establish coalitions within and between businesses, become individually and collectively anchored to the course and consequences of the business's future. It therefore follows that in reality they share in varying degrees in the risks and rewards of the opportunities that they create. Our personal response to Risk and Reward clearly defines our difference in our preparedness to go even further in creating and establishing sustainable growth.

### Objectives:

1. To understand and explore the concept of Risk and Reward as a principle that applies to every employee in a 21<sup>st</sup> century company.
2. To use Risk and Reward as a motivator to fuel innovative ideas to drive a business' value up and costs down in pursuit of better financial performance.
3. To build a culture of performance in a team and organisation by embracing Risk and Reward as business philosophy.

**Personal Development** - *Developing* Entrepreneurial Confidence

**Business Development** - *Displaying* Entrepreneurial Confidence

**Immediate Business Impact** - *Stimulating* New Thinking

**Future Business Impact** - *Boldness* for a Bigger Future

### Outcomes:

On completing this module delegates will:

1. Understand the concept of Risk and Reward as a personal reality and opportunity motivator in a present day corporation.
2. Develop the appropriate personal attitudes towards Risk and Reward in preparation for a focus on Innovation.
3. Be able to see how previous modules provided the platform for the current focus of working inside an Elite Team.

### Duration:

Approximately 2 hours

## MODULE 15:

# INNOVATION

## “Creating New Value”

### Strategic Reality:

Peter Drucker said – “There is only one competence for the future – innovation and the ability to measure its performance”. Creating new value that did not exist before is the essence of innovation and a reflection of our response to risk and reward. Innovation must become a driving force and focus for us in defining our difference (impact) in bringing new value that supports sustainable growth.

### Objectives:

1. To understand what innovation is and the process whereby ideas are turned into workable realities.
2. To begin the process of changing thought patterns from functional repetition to creative thinking.
3. To identify specific problems or opportunities whereby the innovation process can be applied.

<b>Personal Development</b>	- <b>Developing</b> Creative Capital
<b>Business Development</b>	- <b>Expressing</b> Creative Capital
<b>Immediate Business Impact</b>	- <b>Creating</b> New Business Value
<b>Future Business Impact</b>	- <b>Designing</b> for a Bigger Future

### Outcomes:

On completing this module delegates will:

1. Be able to identify, using knowledge from this and previous modules, new opportunities to add value and raise performance standards through innovation.
2. Have the knowledge and confidence to begin the innovative process within their work environment.
3. Be qualified to play a role in an Elite Team.

### Duration:

Approximately 2 hours

## MODULE 16:

# UNIQUE TEAMWORK

## “Drawing On The Unique Ability Of Every Team Member”

### Strategic Reality:

Unique Teamwork is the act of drawing on the unique ability of every team member in growing a business, and requires more than the motivation of a team to achieve a common goal. It demands passion for a cause built on team uniqueness that is bigger than the team itself. Unique Teamwork is the new standard for expressing individual uniqueness in a team context.

### Objectives:

1. To explore, using the concepts of Innovation and Unique Teamwork, new and bigger opportunities based on the question of “What *can* be achieved?” rather than “What *needs* to be achieved?”
2. To create synergy between team members based on the unique ability each provides.
3. To apply and measure the results of Unique Teamwork to real business issues.

<b>Personal Development</b>	- <b><i>Exploring</i></b> Team Synergies
<b>Business Development</b>	- <b><i>Delivering</i></b> Team Synergies
<b>Immediate Business Impact</b>	- <b><i>Embracing</i></b> Your Platform for Genius
<b>Future Business Impact</b>	- <b><i>Delivering</i></b> for a Bigger Future

### Outcomes:

On completing this module delegates will:

1. Understand the power behind Unique Teamwork as the means to creating collective impact on customers and the organisation.
2. Be able to apply their uniqueness and innovative ideas in a team context.
3. Be ready for the next phase in business building.

### Duration:

Approximately 2 hours

## MODULE 17:

# CUSTOMER IMPACT - ALIGNMENT

## “Reality Check on Team Alignment”

### Reality Check:

Risk and Reward will align us to the organisation, but to what extent is the organisation aligned to customers as a prerequisite to creating Impact?

### Objective:

To ensure that all the thinking, planning and activities of the business unit (organisation) are aligned to, and for impact on customers.

### Key Features:

<b>Relevance to Customers</b>	- Customer's need for the services you provide.
<b>Customer Demand</b>	- Customer's desire for the services you provide.
<b>Customer Dependency</b>	- Customer's reliance on the services you provide.
<b>Quality Development Time</b>	- Anticipation and preparation for the changing needs of customers and the business.
<b>Shared Ownership, Risk and Reward</b>	- Confidence in the collective ability to deliver.

### Outcome:

On completing this module delegates will:

Be able to apply all previous modules to better understand and apply the alignment of thinking, planning and activities of the business unit (organisation) to impact customers.

### Duration:

Approximately 2 hours

**MODULE 18:**

**CUSTOMER IMPACT – PERFORMANCE**

**“Reality Check on Team Performance”**

**Reality Check:**

To maximise the sustainable revenues and profitability of a business the organisation must lay the platform for future growth through Performance today. To what extent is this a reality?

**Objective:**

To ensure that all the efforts of the business unit (organisation) are producing the expected impact on customers and the financial returns that flow from this.

**Key Features:**

<b>Uniqueness to Customers</b>	- Innovative uniqueness that customers rely on as a strategic purchase.
<b>Forward Thinking</b>	- Seeing future opportunities by anticipating future needs
<b>Innovation</b>	- New workable ideas
<b>Reputation</b>	- Expectation of strategic impact by customers and the business
<b>Business Results</b>	- Satisfaction of financial results

**Outcome:**

On completing this module delegates will:

Be able to apply all previous modules to ensure that their efforts are producing the expected impact on customers and the financial returns that flow from this.

**Duration:**

Approximately 2 hours

## **PART 4**

# **LEADING A SUSTAINED COMPETITIVE ADVANTAGE**

***“Securing Future Profitability”***

### **MODULES**

- Aspirational Alignment
- Leadership
  - Creating & Conveying Vision
  - Being An Inspiration
  - Creating A Positive Environment
  - Winning Trust
  - Effective Communication
  - Performance Mentoring
  - Driving Strategy & Change
- Sustainable Growth

## MODULE 19:

# ASPIRATIONAL ALIGNMENT

## “Closing Ranks To Ensure Success”

### Strategic Reality:

Wanting to close ranks to protect team success suggests that a team is achieving high-level goals that are important to every member. This introduces us to a new level of team achievement. When we achieve critically important personal goals through our business goals, there is a merging of personal and business aspirations. We expressed this personal defining attribute by how we pull together in a team to protect the value of our work.

### Objectives:

1. To understand the nature of aspirational alignment in a corporate context and its critical effect on creating impact on customers.
2. To respect and protect the integrity of individual and corporate aspirations.
3. To create a Corporate Community culture.

**Personal Development** - *Appreciating* the Partnership

**Business Development** - *Securing* the Partnership

**Immediate Business Impact** - *Enjoying* the Journey

**Future Business Impact** - *Defending* for a Bigger Future

### Outcomes:

On completing this module delegates will:

1. Have cleared any final hindrances to a total commitment to building a business of which they are part, and which they are helping to shape for their own future.
2. Be mentally prepared to embark on the final module of Business Building.

### Duration:

Approximately 2 hours

## MODULE 20:

# CREATING & CONVEYING VISION

## “Reality Check on Leader Vision”

### Definition:

Creating and conveying a clear vision is the starting point to building the competitive performance of a business team. A vision must stretch the imagination and abilities of the leader and team, engaging their highest motivational aspirations in pursuing pioneering growth and change.

### Objective:

To improve the understanding and effectiveness of a leader’s ability to convey the vision of the company in such a way that a team is able to respond creatively in their engagement to fulfil the vision.

### Key Features:

<b>Being Aspirational</b>	- Conveying a Vision to the team that is much larger than them.
<b>Ownership</b>	- Demonstrating enthusiasm for owning opportunities and challenges.
<b>Passion</b>	- Demonstrating a passionate commitment.
<b>Destiny and Purpose</b>	- Demonstrating a sense of destiny & purpose.
<b>Boldness</b>	- Boldly believing in what you are trying to achieve.
<b>Team Confidence</b>	- Knowing the team believe they are in good hands with you as their leader.

### Duration:

Approximately 2 hours

## MODULE 21:

# BEING AN INSPIRATION

## “Reality Check on Leader Inspiration”

### Definition:

Leader inspiration is a vital tool for providing a motivating environment to keep team members focused on the strategic vision and on the performance deliverables required of them. Leader inspiration is the tangible effect a leader has on the vision building process and aspirational development of others.

### Objective:

To improve the understanding and effectiveness of a leader’s ability to inspire people.

### Key Features:

<b>Belief in People</b>	- Communicating to your team that you see potential in them.
<b>Setting an Example</b>	- Setting a good example of self- mastery, strong relationships and action .
<b>Opportunity</b>	- Urging people to take hold of new and bigger opportunities.
<b>Celebration</b>	- Celebrating successes.
<b>Balance</b>	- Appreciating the “little things” in life.
<b>Inspiring Confidence</b>	- Inspiring confidence about a plan.

### Duration:

Approximately 2 hours

## MODULE 22:

# CREATING A POSITIVE ENVIRONMENT

## “Reality Check on Leader Attitude”

### Definition:

The hallmark of a good leader is the ability to consistently create a positive and uplifting work environment by demonstrating a positive attitude in all circumstances. This is critically important when team and organisational members are drawing on the inspiration of the leader to live the strategic vision and deliver competitive performance.

### Objective:

To equip leaders with the tools to stay positive, and build a positive environment in which to maximise the engagement and performance of people.

### Key Features:

<b>Valuing People</b>	- Valuing people above results.
<b>See the Best in Others</b>	- Seeing the best in team members.
<b>Wanting the Team to Win</b>	- Wanting everyone to win with you.
<b>Constantly Positive</b>	- Demonstrate a consistently positive attitude.
<b>Respecting Others</b>	- Saying “Please” and Thank You”.
<b>Believing in Yourself</b>	- Demonstrating belief in yourself.

### Duration:

Approximately 2 hours

## MODULE 23:

# WINNING TRUST

## “Reality Check on Leader Trustworthiness”

### Definition:

Trust forms the relational bond between a leader and team members, and is critical to the process of building the competitive capacity of a team. Trust is also the “glue” between the first and last three leader skills in this model. All three previous leader skills need to be in evidence before a leader earns the right to be trusted by team or organisational members.

### Objective:

To build trust between leaders and their team members.

### Key Features:

<b>Transparency</b>	- In dealing with your team.
<b>Serving</b>	- Serving your team.
<b>Defending</b>	- Defending your team
<b>Not Blaming or Judging</b>	- Not blaming or judging others.
<b>Ideas</b>	- Open to ideas from the team.
<b>Learning</b>	- Demonstrating that you are also learning.

### Duration:

Approximately 2 hours

## MODULE 24:

# EFFECTIVE COMMUNICATION

## “Reality Check on Leader Communication”

### Definition:

Communication is the vehicle that facilitates the spirit and accuracy of how things get done in a team or organisation. It is also the junction point connecting a leader's intentions and results that are actually produced, and is therefore one of the most vital tools in the leader skill set.

### Objective:

To improve the effectiveness of a leader's communication to team members.

### Key Features:

<b>Your Vision</b>	- Communicating that you know exactly who you are and what you are trying to achieve.
<b>Team Aspirations</b>	- Communicating in a way that engages the team's highest aspirations.
<b>Involving the Team</b>	- Including the team in your planning.
<b>Knowing Individuals</b>	- Knowing what is important in your teams' personal lives
<b>Never being Distracted</b>	- Demonstrating and communicate that you are never distracted from your mission .
<b>Facing Difficulties</b>	- Not avoiding difficult things to stay popular.

### Duration:

Approximately 2 hours

## MODULE 25:

# PERFORMANCE MENTORING

## “Reality Check on Leader Mentoring”

### Definition:

Mentoring is the facilitation by the leader of applied learning within the team, to ensure that performance delivery is commensurate with the pace of change demanded by the business. Increased focus on innovation and complex business challenges require that a leader play an ongoing mentoring role to keep the team competitive.

### Objective:

To improve the understanding and effectiveness of a leaders' ability to mentor team members.

### Key Features:

<b>Visible and Available</b>	- Being visible and available to team members.
<b>Focus</b>	- Constantly challenging the team to stay focused on what really counts.
<b>Recognition</b>	- Recognising small steps towards achieving larger goals.
<b>Authority to Act</b>	- Giving your team authority to act.
<b>Team Accountability</b>	- Making team members accountable for their actions.
<b>Team Development</b>	- Constantly developing your team.

### Duration:

Approximately 2 hours

## MODULE 26:

# DRIVING STRATEGY & CHANGE

## “Reality Check on Leader’s Effectiveness”

### Definition:

Driving strategy and change is the key role of a leader at any level. This refers to the continuous evaluation of strategy implementation and the improvement of every aspect of business performance under a leader’s control from strategic to operational issues. It is also the main measure of a leader’s success.

### Objective:

To improve the understanding and effectiveness of a leader’s primary role to drive strategy and change within a business unit (organisation).

### Key Features:

<b>Opportunity Mindedness</b>	- Inspiring enthusiasm about the new opportunities being created.
<b>Thinking Differently</b>	- Thinking and acting differently from the rest.
<b>Challenging the Norm</b>	- Demonstrating readiness to challenge the norm.
<b>Redefining Standards</b>	- Constantly redefining performance standards for the team.
<b>Problem Solving</b>	- Acting as a turnaround specialist.
<b>Action Focus</b>	- Always taking the lead in getting things done.

### Duration:

Approximately 2 hours

## MODULE 27:

# SUSTAINABLE GROWTH

## “Reaching Beyond Current Experience”

### Strategic Reality:

To ensure the sustainable growth of a business, the people within it must continually reach beyond their current experience in making it happen. This is the ultimate expression of our defined difference, the key to our ongoing economic relevance and the sole remaining source of competitive advantage for many businesses.

### Objectives:

1. To combine all previous modules in an orchestrated approach to building the business.
2. To fine-tune strategies, processes and the integrated synergies of people to create a cohesive Business Machine.
3. To maximise profit opportunities.

<b>Personal Development</b>	- <b>Focusing</b> on Detail
<b>Business Development</b>	- <b>Applying</b> the Detail
<b>Immediate Business Impact</b>	- <b>Reaping</b> The Harvest
<b>Future Business Impact</b>	- <b>Funding</b> for a Bigger Future

### Outcomes:

On completing this module delegates will:

1. Be collectively focused on building the business and making it work.
2. Constantly measuring business growth.
3. Focused on fine-tuning the Business Machine.

### Duration:

Approximately 2 hours