



21st Century Leadership

LEADING A BUSINESS IN THE 21ST CENTURY IS A CHALLENGE. OUR FASTPACED WORLD REQUIRES A RANGE OF SKILLS, ALL OF WHICH NEED PRACTICE.

This course points you in the right direction and gets you started on your leadership path.



WHAT OUR 21ST CENTURY LEADERSHIP COURSE IS ALL ABOUT

You've got a great business and it's growing. You cannot manage it all and you also need some new skills in leading and managing others because some days you feel out of your depth.

This course is for:

- Current team leaders/managers, including owners of the business
- New talent to the business who could well be the leaders of the future

This course will focus on the following:

- Role of a leader
- Leadership – what is it exactly?
- Developing teamwork
- Communication – internal, external and presentation skills
- Managing change – you'd better get used to this because this is the norm
- Managing performance – including recruitment, performance management, difficult conversations
- Motivation and delegation
- Coaching as a leadership/management tool
- Commercial awareness – what's best for the business
- Business development
- Self-awareness and self management, delivery of objectives and at the higher level, contribution and design of business strategy
- Prioritising and planning
- Resilience and reflection
- Influence and persuasion

THE LEADERSHIP DIAMOND

You know by now, that at Tricres, we love a model. This is because it's the easiest way to convey detail in simple form. It's basically drawing a picture so you understand the concept faster:



The Leadership Diamond (sometimes needs a bit of polishing to make it shine), the course is about:

- Managing Yourself
- Managing Others
- Managing the Business
- Combining these three things together, creates great leadership

OUR LEADERSHIP DIAMOND MODEL REPRESENTS THE BALANCING ACT THAT IS NEEDED IN BUSINESS TODAY.

THIS IS WHY LEADERSHIP IS A TRICKY BUSINESS.

The observant amongst you will notice that each element is attached to the main Leadership core. Great leaders maintain balance across ALL elements.

THIS IS WHY LEADERSHIP IS A TRICKY BUSINESS.

Know this: You will rarely, if ever, get all of these in balance at the same time (well done if you do)

LEADING A BUSINESS INVOLVES A CONSTANT EBB AND FLOW OF ALL OF THESE POINTS.

Think about sailing a large yacht where you must make a constant series of adjustments (most of which are tiny) in order to reach your destination. That's what leading is about - even leading a department, rather than a whole business is like this.



FINALLY

THIS TAKES ENERGY. Make sure you look after yourself physically, mentally and emotionally because you can only be the best leader when you are at your best. You must get your energy from somewhere. Make sure its a source that's good for you and the people around you.

The old way of being a macho leader who needs a nano-second of sleep is out of date and in our opinion, quite dangerous. You need to nurture your body and mind in order to be the best you can and that means:

GET A GOOD NIGHT'S REST AT LEAST THREE TIMES A WEEK.

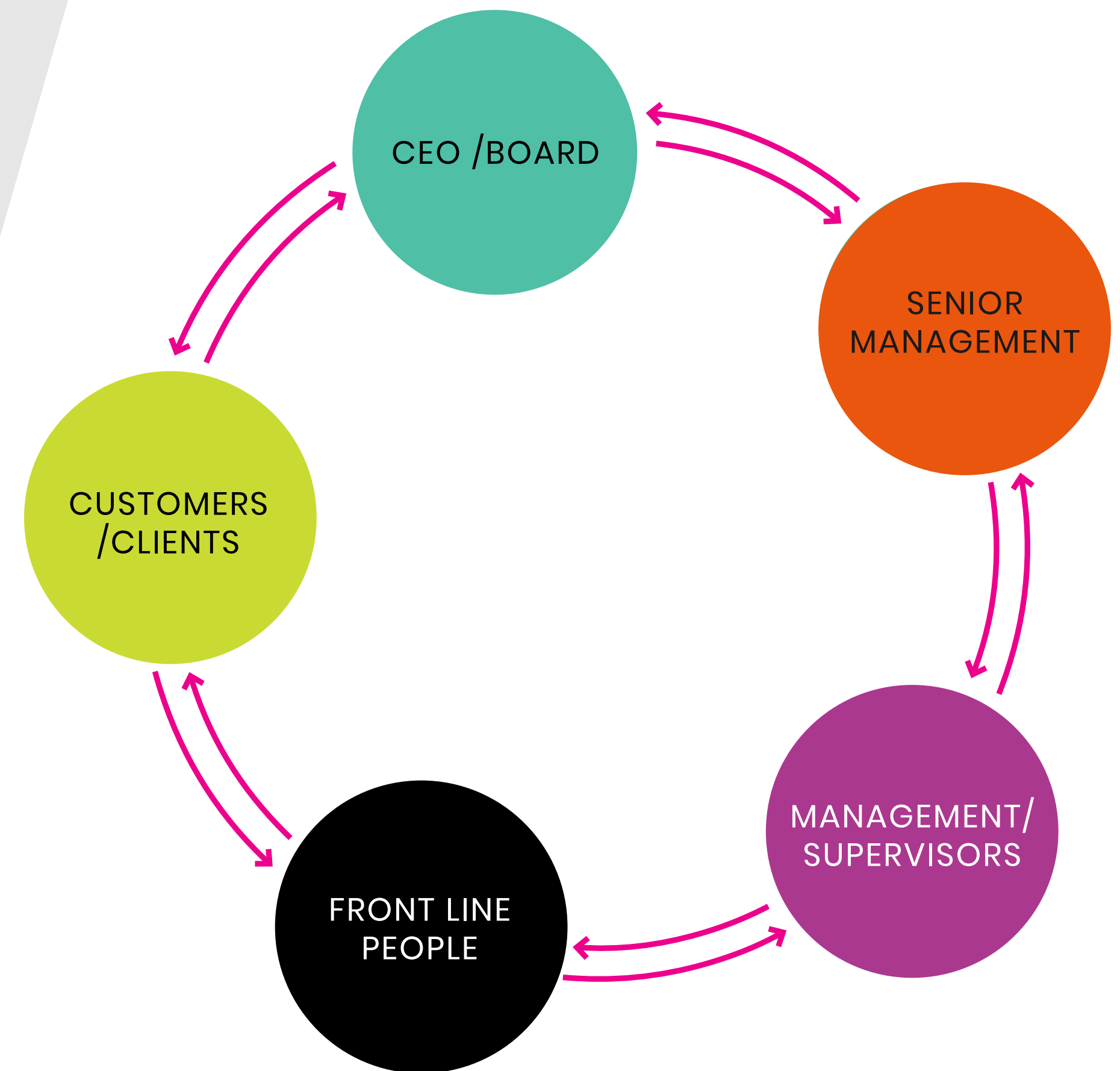
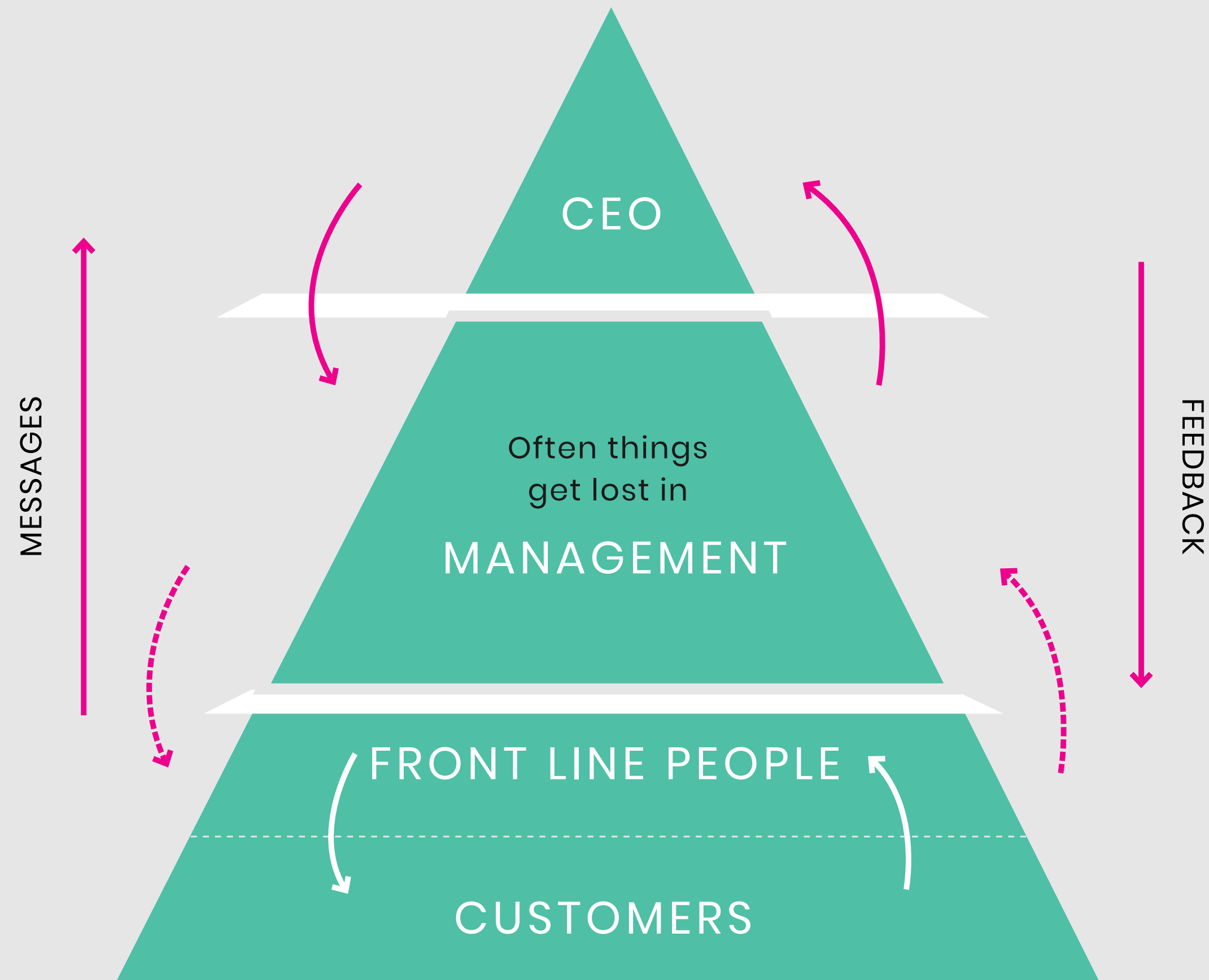
TAKE REGULAR BREAKS – we recommend two to three days per quarter as a minimum to really get away and chill.

21ST CENTURY LEADERS MATRIX FOR SUCCESS

ELEMENT 1 LEADING YOURSELF	ELEMENT 2 LEADING PEOPLE	ELEMENT 3 LEADING THE BUSINESS	TRICRES MODEL TO USE
Choose a simple behavioural profile around communication styles so you understand yourself.	How these communication styles relate to others in your team. Ensure people understand each other's style.	What role can my style and strengths play in the growth of the business?	We recommend our Great Team Development Programme.
	Team development questionnaire and exercises. You need to build a great team.	Teams make or break a business.	Team development Great Team Development Programme
Reflection.	Action learning set – problem solving as a group.		Gibb's Reflective Model in this programme Action Learning Course in this programme
Being a mentor and coach as part of your leadership role. What that means for you. Contact us at hello@tricles.com and we'll put you in touch with one of our highly experienced partners	Coaching tools to produce best results in others, including mindset.	Embedding the culture and values of the business in line with strategy.	Culture as a Platform for Growth. Coaching as a Leadership Tool. Use Constructive Conversations.
	Prioritising and planning, for others.	Business Planning.	The Horizon Model.
	Constructive Conversations and performance management.		Constructive Conversations Performance Management Programme.
Prioritising and planning, for self.	Delegating.		Players on the Pitch. The Horizon Model
What's next?	Identifying talent and engagement.	Succession Planning.	Talent acquisition, retention and succession planning. Employee Engagement Course.
		Strategies and future growth, how to design and deliver strategies for growth.	The Horizon Model. Habits and Housekeeping
Managing self – mindset, emotional state.	Supporting others to manage their mindset.		Thinking Big.
	Helping the team to think creatively.	Creative thinking.	Creative Thinking on Purpose part of Thinking Big.

CHANGING THE FEEDBACK LOOP

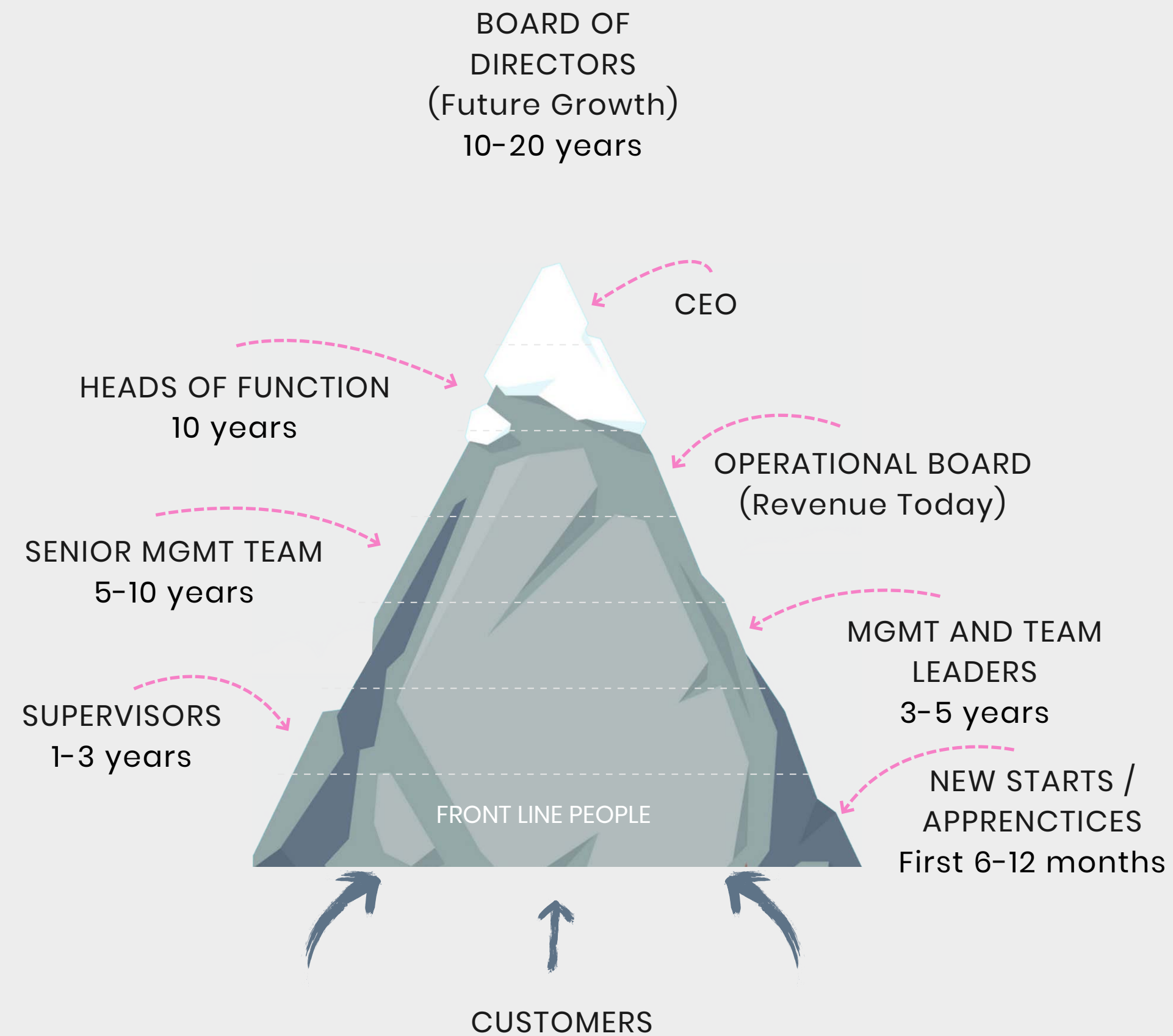
Make sure your business has a process to smooth the way for effective communication between all levels in the organisation. A top tip is for a manager to talk to people two levels below the people who report directly to them at least once a month



THE MOUNTAIN

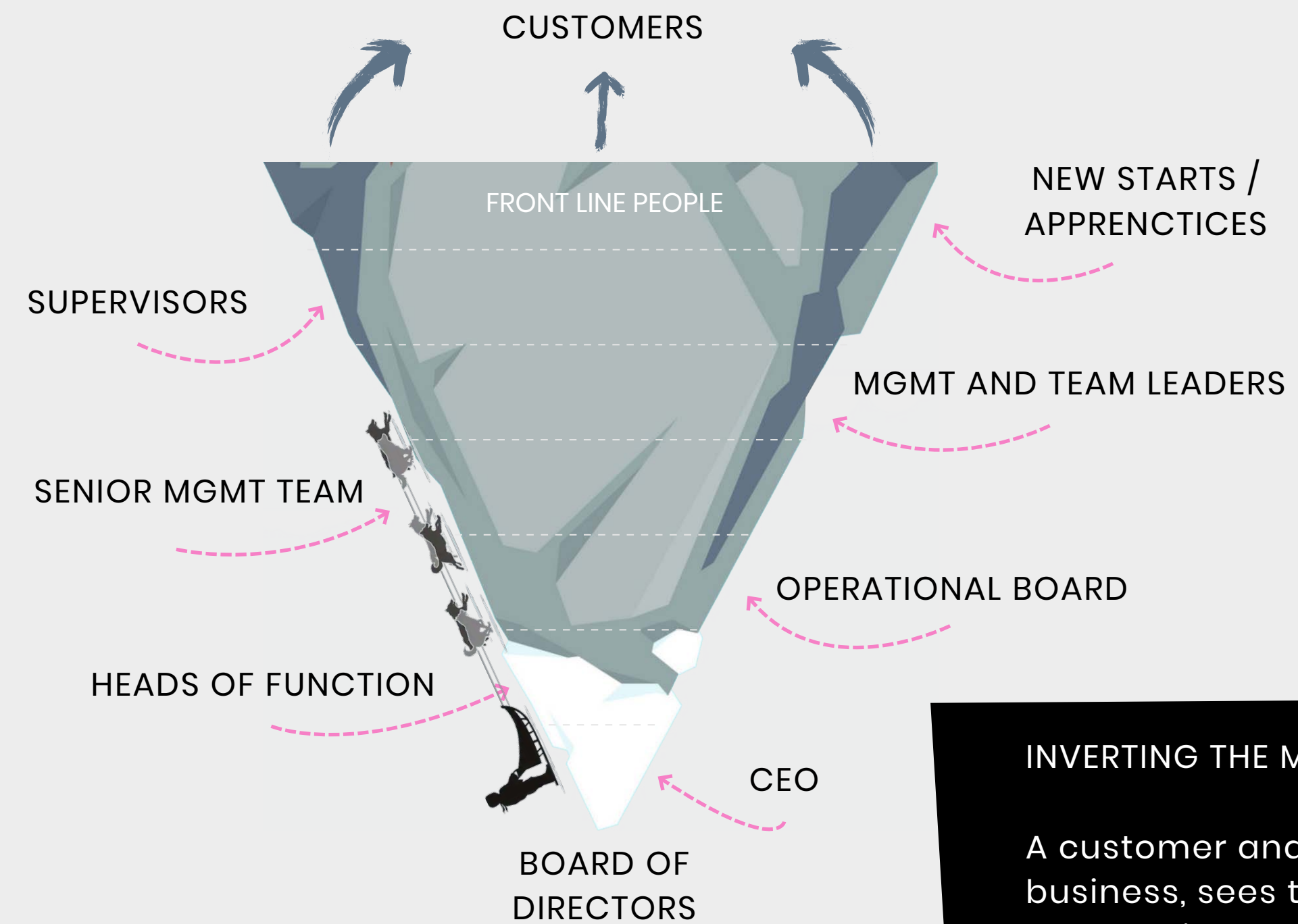
Where do you view the business from?

[Distance from the Horizon]



THIS REPRESENTS THE VIEW THE PEOPLE HAVE FROM WHERE THEY ARE NOW TO WHERE THE BUSINESS IS GOING.

THIS IS HOW THE CEO AND SENIOR TEAM SUPPORT THE BUSINESS TO PERFORM TO MEET THE NEEDS OF THE CUSTOMERS.



INVERTING THE MOUNTAIN

A customer and client focused business, sees the CEO and Board in an enabling and supporting role. The people at the top must listen to the customers and front line people.

THE DRIVER OF THE SLED = THE CEO

THE SLED = THE BUSINESS

THE DOGS = THE CUSTOMERS

LEADERSHIP SELF-ASSESSMENT

WHERE ARE YOU NOW?

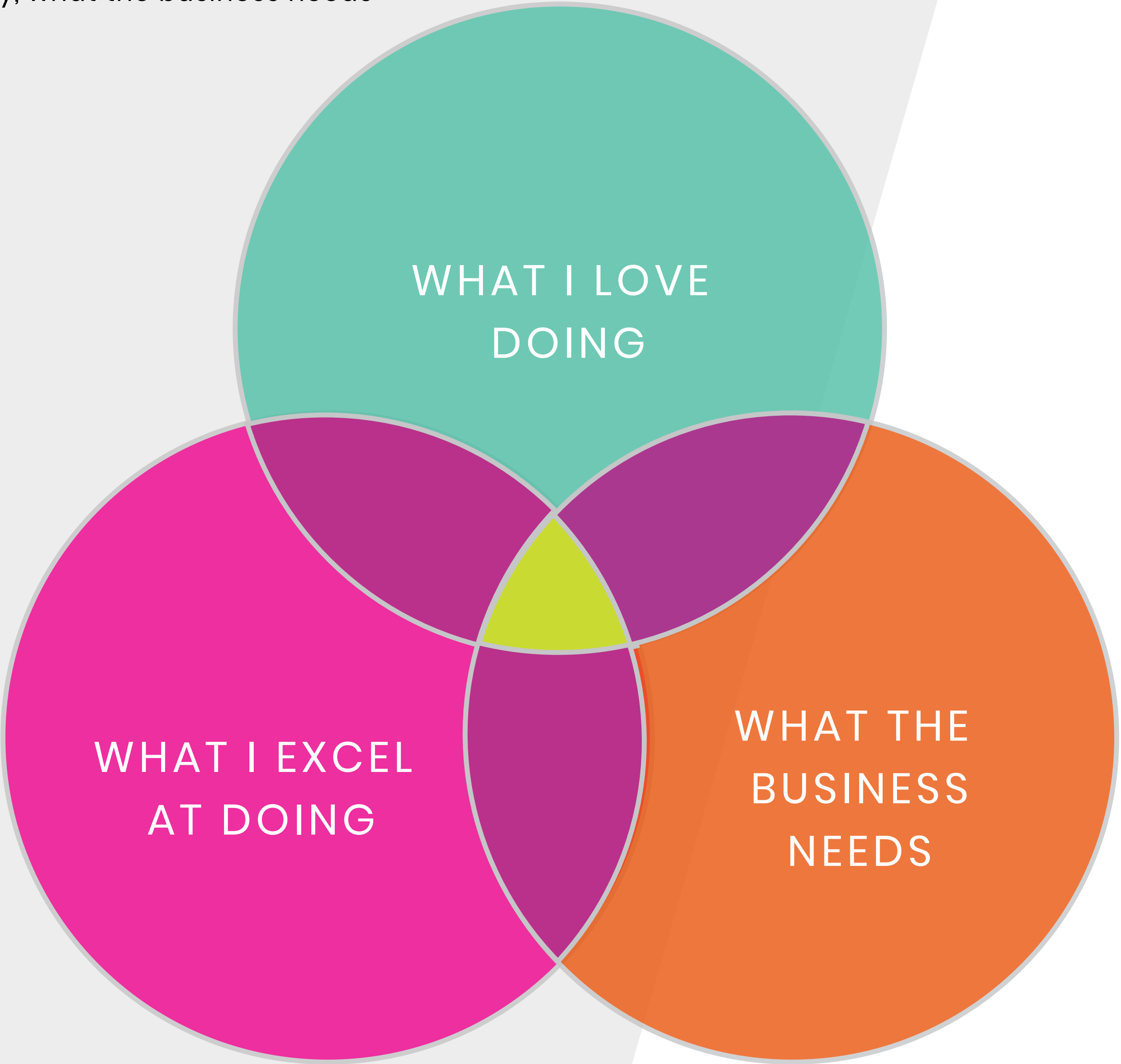
GO THROUGH EACH ELEMENT
SO PEOPLE UNDERSTAND IT.

Where you would put
yourself on each of the
elements shown and
describe where you are
now in relation to your
leadership journey. Some
of the answers may only be
one word, some may need
more detail.

	DO I	ADDITIONAL COMMENTS
People management and development	YES/NO	
Analysing data and getting into the detail	YES/NO	
Making clear, conscious decisions	YES/NO	
Creative thinking and problem solving	YES/NO	
Selling and business development	YES/NO	
Planning and strategic thinking	YES/NO	
Project management and delivery	YES/NO	
Change - dealing with it and instigating it	YES/NO	
Team work - with peers	YES/NO	
Presenting a clear vision and sense of direction for the team	YES/NO	
Public speaking and presentation skills	YES/NO	
Delegating effectively	YES/NO	
Managing myself and my time	YES/NO	
Where am I today on my leadership journey?	YES/NO	
What do I know about leadership?	YES/NO	
What's my leadership style?	YES/NO	
What am I good at?	YES/NO	
What needs work?	YES/NO	

MY CONTRIBUTION TO MY BUSINESS

Consider: your strengths, what you enjoy, what the business needs



Note

This is also useful for appraising and reviewing your team's contribution.

THIS IS A SNAPSHOT OF THE MOST USED LEADERSHIP STYLES AND WHAT THEY MEAN...

VISION MAKER

HOW IT WORKS

Connects people emotionally to the big vision for the business

IMPACT ON THE CULTURE

Mainly positive, it helps to make people understand their purpose

WHEN TO USE

When change is on the horizon and people need to feel they know where they're going. Any new leader must set out a clear vision for their team or business.

DEMOCRATIC

(bearing in mind, business is a benign dictatorship - no efficient business can be truly democratic, otherwise nothing would get done)

HOW IT WORKS

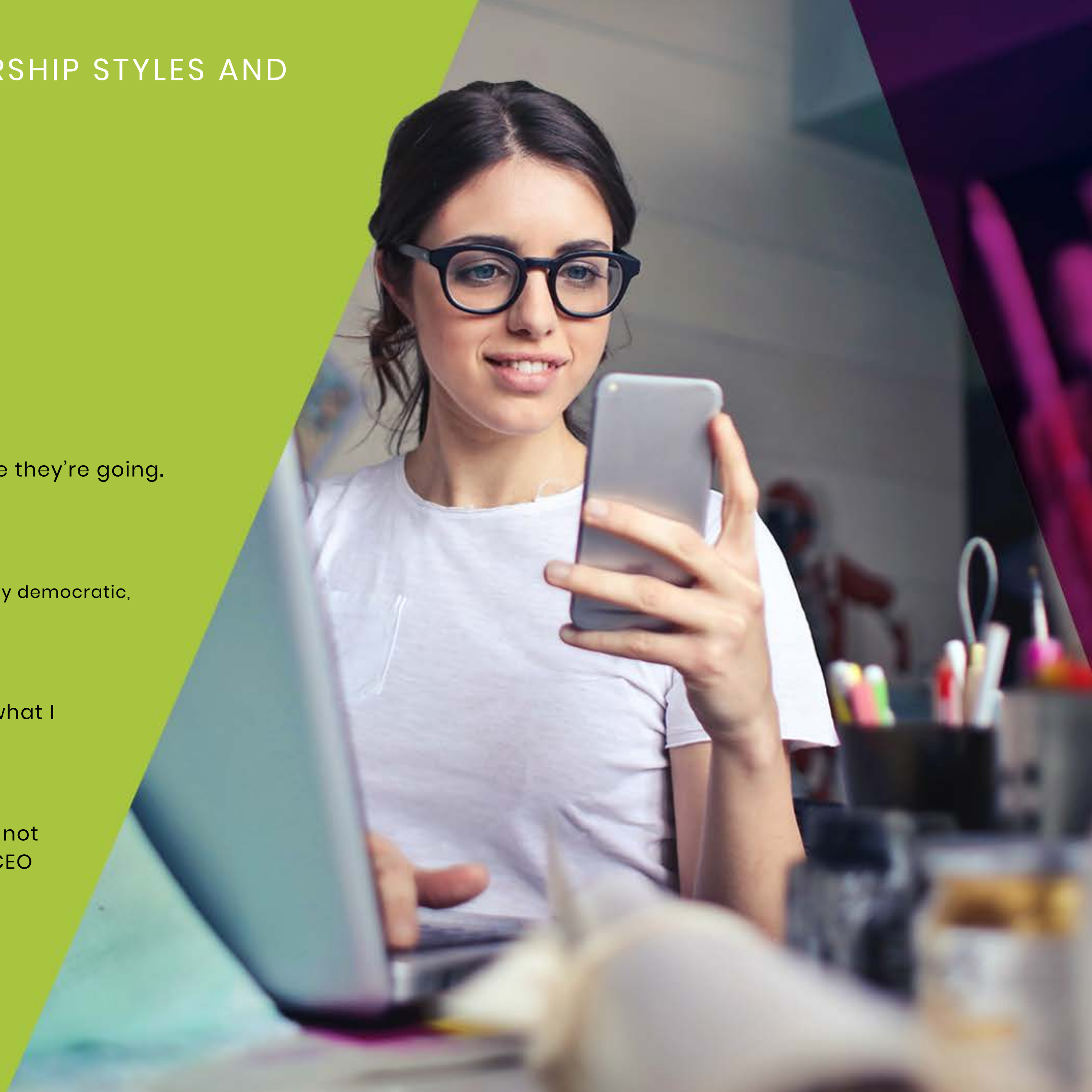
Values people and their commitment to the vision. Creates a sense of 'what I think matters around here'

IMPACT ON CULTURE

Positive - so long as people understand that they will be listened to, but not necessarily agreed with. The final decisions must rest with the leaders/CEO

WHEN TO USE

To build buy-in or consensus, or to get valuable input from employees - with the caveats above Coaching as a leadership tool



COACHING AS A LEADERSHIP TOOL

HOW IT WORKS

Enables leaders to create a workforce who think for themselves

IMPACT ON THE CULTURE

Highly positive, can be tricky to introduce if people have been used to being spoon-fed in a micro managed environment

WHEN TO USE

To support people in improving performance and thinking by building long term capabilities

PACE

HOW IT WORKS

Creates challenge, pace and energy to meet targets, deadlines and objectives

IMPACT ON CULTURE

Can cause havoc if not delivered properly. Cannot keep a fast pace up for extended periods of time, use when needed and recognise that rest and recovery will be needed once deadlines have been met.

WHEN TO USE

Brilliant for generating high levels of energy, motivation and enthusiasm for a specific goal or target

RELAXED, CALM AND COLLABORATIVE

HOW IT WORKS

Creates harmony by connecting people to each other

IMPACT ON THE CULTURE

Positive, sometimes hard to achieve in very hierarchical structures

WHEN TO USE

To heal rifts in a team, motivate during stressful times, or strengthen connections - a calming influence, perhaps the voice of reason in tricky times

COMMAND AND CONTROL

HOW IT WORKS

Makes people safe in an emergency or crisis situation

IMPACT ON CULTURE

Use sparingly, only in crisis or emergency situations, otherwise impact is negative

WHEN TO USE

When the building is on fire, the business is threatened, the market takes a dramatic turn for the worse or there's a very tight commercial deadline that needs to be met urgently



Enjoy!

People. Strategy. Revenues

When you're ready for some bespoke support contact us and we'll put you in touch with one of our highly skilled Tricres Partners.

Contact us at hello@tricres.com

