

# Communicating Change

## Expectations for Senior Leaders



As a senior leader your role requires you to make a significant difference. Organisations stagnate if they do not change in response to changing marketplaces, student and workforce expectations. Senior leaders add value to their organisation by gaining the commitment of those they lead to make the vital and often difficult changes required to achieve commercial benefit. The benefits of change are only achievable once others agree to, adopt and apply the change consistently. The way senior leaders deliver these key elements has dramatically changed, from directing or managing to empowering and facilitating. This workshop has been designed on a practical model of what effective senior leaders do to be clear about the results they need to achieve, the working environment they need to create and the relationships they need to build and sustain; supporting senior leaders to:

- Add the greatest value to Norwich University College of the Arts
- Align others in support of their goals
- Create high morale and team spirit focused on the needs of NUCA
- Understand the dynamics of change and reasons for resistance
- Lead individuals and teams to succeed in the face of dramatic change
- Develop strategies for influencing others to support new initiatives
- Be an *initiator* of change, rather than a *reactor*
- Engage energy, motivation, and creativity from others
- Achieve results through powerful questions and compelling communication

### Who Will Benefit?

This workshop is designed for experienced Senior Leaders with a need to achieve more from people they lead. The focus is on the leader's personal ability to motivate and gain commitment from these people, driven by the results they need to achieve.

### Course Outline

- The organisational impact of change
- An overview of structural, behavioural and cultural change
- Personal characteristics of great leaders – actions and behaviours
- Understanding my Emotional Intelligence report (If required)
- Developing and communicating change proposals
- Stakeholder Analysis
- Creating a real vision for change
- Gaining commitment to change from others using powerful communication
- Communicating to those who are negative or resistant to change
- The 'what to do' and 'how to do' of leading individuals and teams through change
- Structured conversations and feedback as a powerful change tool
- Finding new solutions to old problems – releasing critical and lateral thinking
- Anticipating and avoiding the land mines of change
- Action Planning

### Duration

1 Full Day

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## Emotional Intelligence Questionnaires

### Emotional Intelligence – Managerial

The concept of emotional intelligence (EI) has generated great interest in recent years and has been explored by many researchers. The general consensus is that EI refers to knowing about your feelings and how to marshal these feelings to best affect both your own performance as an individual and in order to meet organisational goals; coupled with an empathy for the feelings of others which leads to successful relationships. This construct seems to relate to what managers instinctively believe – that success depends on more than just the rational process of planning, organising and controlling situations.

People with good levels of emotional intelligence are said to be more able to manage and harness their emotions. They are also better able to understand other people's emotions, to communicate with them, relate to them and influence them.

Arguably, the concept of emotional intelligence is useful because it draws attention to the following in particular:

- There are aspects of management, leadership and teamwork in which competencies owing their origin to emotional states are at least as important as technical abilities.
- Managing personal emotions and adapting them to circumstances, and understanding others' emotions, is an important aspect of leadership and teamwork.

A number of studies have demonstrated clear relationships between self-awareness and managerial competence. As a result of the work of Bass and Yammarino on leadership ability, individuals who show a high degree of self-awareness were found to deliver higher performance. Their findings have been further supported by Alimo-Metcalfe whose research demonstrated that the closer the match between a manager's self-perceptions with that of his or her staff, the more likely the manager is to be perceived as effective.

I would recommend that each participant completes an Emotional Intelligence Managerial Questionnaire before starting the workshop.

The questionnaire will give you an accurate assessment of an individual's potential based around seven emotional attributes that are proven to predict success at work:

- **Self-awareness**, of own feelings and how others respond to you
- **Emotional Resilience**, ability to keep going in difficult situations
- **Motivation**, ability to pursue longer-term goals
- **Interpersonal Sensitivity**, understanding others' feelings and having empathy
- **Influence**, ability to influence others through interaction
- **Intuitiveness**, ability to make decisions with limited or ambiguous information
- **Conscientiousness**, integrity and correlation between words and actions

Developed by Prof M Higgs and Prof V Dulewicz

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