

the newView of 
leadership
personal change >> for better leaders

A Motivation World Wide performance development program

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The New View of Leadership is a Leadership Development Program held in two delivery modes; either a six-day residential (with coaching follow up) or three and a half day residential followed by a one-day call back (with coaching intensive and follow up).

New View is conducted in three specific locations:
Hawkesbury River and Blue Mountains area, NSW, Grampian's area, VIC and the Whitsundays area, QLD.

Its intention is to improve the leadership capabilities of every participant.

There are many excellent courses available which provide a strong background in contemporary leadership theory, however, at mww we believe that gathering information *about* leadership, and *learning to lead better* are distinctly different propositions.

The New View of Leadership is designed for those who are comfortable with, and committed to personal change in pursuit of better leadership.

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Program Outcomes

Graduates of the program will return with:

- > A wholistic Personal Leadership Plan
- > A set of business objectives that are meaningful for themselves and for their organisation
- > Strategies for achieving balance and endurance in their leadership role
- > Increased knowledge of themselves and increased understanding of their personal leadership attributes
- > An experience of the validity of a wide range of leadership styles in diverse situations, and an appreciation of the uniqueness of their own leadership product
- > Quality feedback on how others see them in the leadership role and insights into ways they could adjust for increased effectiveness
- > An embodiment of the learnings through participation in simulations with real workplace parallels

Our Leadership Development Approach

'*The New View of Leadership*' is designed to achieve three main objectives:

Personalisation

Every individual is different, and the first shoot in the growth of improved leadership is self-knowledge. Our programs give participants the opportunity to recognise and acknowledge their own uniqueness, and to develop leadership capabilities and attributes which are consistent with their personal style.

Contextualisation

Leadership is always expressed in a context. Being in tune with the needs and concerns that emerge from each particular context is vital. By providing each participant with time and a framework to examine their own work context (its values, its relationship with its social capital, its organisational goals, its culture, and its organisational dynamic) the program will help participants develop ways to become more flexible, context-aware leaders.

Practicalisation

It is not enough to just have greater knowledge, or more information about leadership. For any program to be really successful it is necessary for participants to embody what they have learned and be able to apply it in a practical, meaningful way. In the New View of Leadership program this need is addressed through the development of pluralistic, yet practical, action-focussed plans, which help participants maintain the connection to the *purpose, vision, direction* and *values* which they have identified as important to themselves during the course.

mww's planning formats use the pressures of the workplace to drive change. Instead of being forgotten when participants return to work, the plan forms a guide to better decisions, better actions, better outcomes and greater effectiveness.

Program Content

Each course is operated in two modes, it is either attended by no less than 8 participants, currently in leadership positions, drawn from companies across a wide range of industries or from a group of leaders working in one organization.

'The New View of Leadership' is a live experience of the concepts and exercises researched and refined by mww and its affiliate companies over the past ten years. The program content has been highly acclaimed and enjoyed for its practicality by thousands of people who have attended our workshops and seminars.

Subjects covered in 'The New View of Leadership' include:

- > The Restrictive Paradigms of Current Leadership Thinking
- > Wholistic Leadership Thinking
- > Personalisation of Leadership
- > Contextualisation of Leadership
- > Practicalisation of Leadership
- > Values Aligned Business Operations
- > The Dynamics of Leadership
- > Business Leadership Aims
- > Supporting Positive Influences
- > Creating a Context for Success

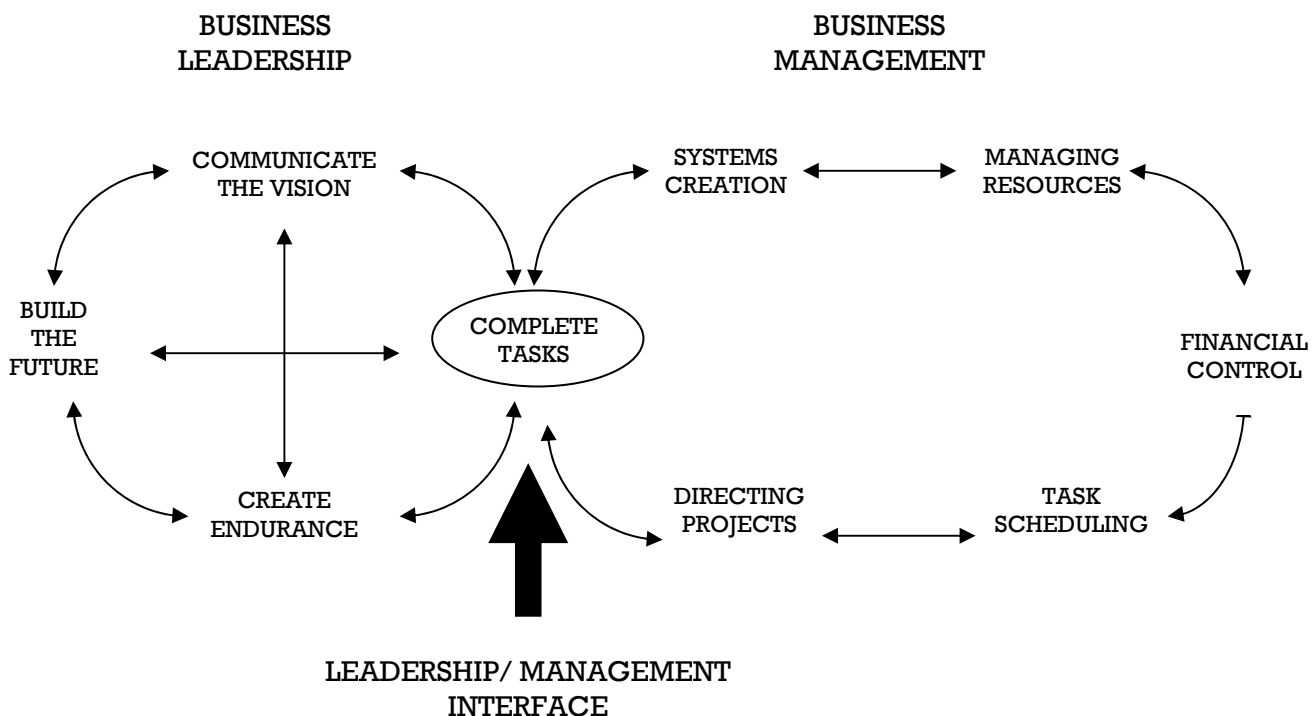
What the Program is Not

'*The New View of Leadership*' is not a management skills course.

Participants will not be dealing with issues of financial administration, staff rostering, or any other of the hundred task-related duties.

Our experience shows that when organisations attempt to interface management skills and leadership in the one program, the leadership component is all too often relegated to a position of secondary importance. This it seems is due to the apparent immediacy of return on investment obtainable through developing management competencies. Many organisations perceive that improving the financial accountability of managers, for example, offers an outcome now, whereas developing the capacity to create supportive environments, where motivation, creativity and innovation can emerge and flourish, seems to have an indeterminate time frame. It has however been consistently proven, that in seeking such immediate returns, managers are committing to 'manage' the same issues that are troubling them today, long into the future. In our '*New View*' model of business leadership, *leadership has equal weight with all the combined management competencies.*

mww's Diagrammatic Representation of the Leadership/Management Interface



Some Obstacles to Improving Leadership

Some obstacles to the development of leadership capabilities which are addressed in the program include:

- > *The belief that information and knowledge about leadership automatically improves leadership performance.*
 - At mww we have demonstrated that improving leadership outcomes involves *changing how we feel and act, not increasing what we know!*
- > The often mistaken and severely limiting belief that *'I'm expected to know'*. While the program acknowledges the 'truth' that is present in this belief, it shows people how to move past any limits imposed by such pressures, to new levels of insight and performance.
- > For many people, the *need to be certain* that they are on the right track and making progress, can create a barrier to leadership learning, sometimes preventing them from even getting started, despite having recognised the need.
 - At mww we believe that *developing* our leadership attributes is an ongoing journey, one that will often have us revisiting certain areas of our leadership product several times, as we gain further distinctions around what we believe and feel is fair, just, ethical, sustainable, and needed in our own work context. This is not wrong or inefficient, it merely reflects the evolutionary nature of all growth. Many people however get caught up in an effort to find a process that will give immediate certainty and simple answers to their questions about leadership, and as a consequence, often get taken in by one dimensional models which don't really fit their own world view, thereby limiting personal development potential.
- > *'We haven't got the time to spare on improving leadership'* is a frequently expressed position.
 - Confronting the paradox that taking time away from our tasks to develop leadership skills in fact creates time (usually through better team support) is a challenge. Managers commonly say, *"I can see the benefits long term, but I'm hard pressed at the moment to change anything".* 'The New View of Leadership' provides a legitimate time-out to take stock, and plan for new and better ways of doing things, along with incorporating proven strategies for rapidly empowering other team members to provide support.

Who Should Attend?

This program is valuable and relevant for any person in your organisation who has responsibility for:

- > Maximising the performance of a group of people
- > Creating a team approach to task completion
- > Setting future directions
- > Developing flexibility, efficiency and creativity at any level

Investment

The fee for participation in the above program includes:

- > Program facilitation and logistics support
- > Workbooks, all course materials and equipment
- > Meals and accommodation
- > On-course travel, including transfers from and to local airport
- > Provision of indemnity and liability insurance cover (\$5 million)

Fees: Price on application – Dependant on mode of delivery

Program Logistics

- > *'The New View of Leadership'* courses are scheduled regularly throughout the year. Please talk to your mww consultant for the dates of the next course. By arrangement scheduling for your organization is done in consultation with you
- > Participants will need to make their own travel arrangements to the state location, and meet at the local Airport at the designated time. Details will be provided on registration
- > Detailed information about clothing and other requirements will be provided on registration
- > **Follow Up** - in order to consolidate and implement the course learnings, we highly recommend that all graduates of *'The New View of Leadership'* participate in a Momentum program. Please talk to your mww consultant regarding the options available
- > **Guarantee** – the course is covered by a quality guarantee. If a participant is not satisfied with the program there is an unconditional 100% refund. We simply ask that the reasons are explained, and we will return the fee in full.

A New View of Leadership – A Rationale

Some years back I participated in a debate about the appropriateness and applicability of a range of leadership models to the needs of a group of service leaders I was instructing.

After several months considering the varied options, and listening to many points of view, a particular model 'won the day', and was endorsed as being 'right' for inclusion in our college syllabus.

For over a decade now I have been working exclusively in the area of Team and Leadership development, and I am now able to look back at this period with some amusement, and recognise my own naivety and (at times) dogmatic intractability. So certain was I that a particular leadership model had identified the 'right answers' to leadership, that I participated in a no-holds-barred fashion in what I now refer to as a 'war between leadership tribes'. Ten years on, a lot of observation, thinking and writing later, I realise that this dangerous tribal war scenario is still being played out within corporations, service organisations, and learning institutions around the world.

Some time ago I described to a leader I was coaching how each of the existing frameworks for leadership thinking /development, actually represented a viewing point or lookout, from which we could see and learn about a part of the leadership landscape. By describing the existing models in this way we were able to visualise how each of the existing points of view provided a valuable perspective. We were also able to see how leadership was an emergent phenomenon, growing stronger through the inclusion and linking of concepts, rather than by the common practice of cutting through interconnections looking for simple answers.

The New View of Leadership is therefore not so much another position from which to survey the landscape, but rather new ways of looking at what has already been revealed. One of my strongest objectives is to be a linker of existing knowledge, and to bring out new insights which can only be gained by the combination and interconnection of existing ideas and concepts.



Click on this link to view other associated program options: <http://www.motivationww.com/programmes.html>

What they have had to say...



Brian Knight - Senior Manager Sales Qld, Small Business Distribution, Suncorp

"It was unanimously agreed that the leadership development retreat, was the most satisfying development activity we have undertaken since coming together as a business unit 5 years ago. The lessons that have come out of it for me and my people are unbelievable, as well as providing the opportunity to forge friendships that will last a lifetime.

Further, it gave my team a boost, as senior leaders in their own right, helping them through challenging times in our business. The energy of the programme did not finish when we left, all 13 leaders have completed and submitted their personal development plans, providing them an excellent start for the year ahead.

In final praise of the conference I have had a number of the more senior leaders come to me separately telling me that this programme was the best development experience of their 16 year career in the finance industry. Thank you for this excellent opportunity. I will definitely be using the services of Simon again."



gail Black, Senior Associate, Flower and Hart

You have managed to bring together on our programme a group of consultants who have worked together on projects for years but never really knew each other. In only one week you turned a group of individuals into a "team of leaders". This experience has revealed in me a newfound confidence to meet challenges head on – and what's more enjoy them! Nothing can describe the exhilaration of setting a tough goal and accomplishing it. I have learned many new life skills and some valuable lessons from the experience. I am a better and stronger person for having taken up the challenge. Your professionalism and leadership skills made our trip a safe, challenging and rewarding adventure. I can't thank you enough!



Lex McKenzie, Managing Director, Lucon Construction

Thank you for your contribution to our very successful leadership seminar. The format was excellent and the overall structure will extend the impact of the event well beyond days we spent together. The course was even able to motivate some of our most hardened and cynical construction managers and they are a pretty tough breed. The course made people feel valued, the venue was both fit for the purpose and exceptional.



Racheal Poplawski, Manager, Moore Stephens HL Pty Ltd

"Simon's enthusiasm, positive focus and experience is evident during this programme. During my experience I have had two major realisations.. Firstly, the huge impact, that goal setting has on our ability to achieve our desired outcomes and reach our full potential. Secondly, that we don't let issues that we are not able to change or control stop our momentum moving forward. I have found my development experience to be very rewarding and look forward to working with Simon in the future. Many thanks"



bill Wild, Managing Director, John Holland Group

"This getaway was exactly what this group needed, apart from all the other outcomes you will achieve it is just getting to know each other that makes this time so valuable. It is my intention to roll this out to all the divisions throughout John Holland Group. Thankyou."



Ward Gough, Director, Ross Nielson Properties Pty Ltd

It has now been some weeks since our group's three day leadership team getaway. I am delighted to be able to report that our business is already reaping the benefits and in particular, the changes we have implemented have renewed focus and commitment to each other and to the company. I would like to pass on my special thanks to all the members of your dedicated team for making the programme such a pleasure – it has made a difference".

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"mww is really close to a one stop shop. When partnering with our people the outcome has always been amazing over the last 4 years, they understand how to align all resources to our outcome desires. See you next year" -chris Beer Ceo OPSM

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