



The Leadership Mindset Programme

Working with the thinking that drives your leadership actions and results

Are you currently in a position where you feel you have developed your expertise, established yourself with your immediate team, and are ready to step into broader career and organisational challenges? This is often when that thing called **leadership** seems to be what everyone wants from you.

The Leadership Mindset Programme is designed for people at this stage of their career to build a leadership capacity which goes beyond the managing you are already accomplished at and is more focused than the 'tick the box' leadership skill building that is mostly on offer. This New Zealand Leadership Institute programme anchors leadership in the ways you approach problems, work with the complexities of situations, engage with others and develop the capacity to be effective and adaptive beyond your current capacity or role.

Research shows that most leadership development is over-focused on skill development and frequently ignores the relational and contextual dimensions that are integral for mindset development. The Leadership Mindset programme recognises that people can't 'plug in' a set of generic leadership skills to the diverse and increasingly complex array of circumstances that we encounter.

Developing a leadership mindset builds the self-awareness, judgement and decision-making that will transform you into a responsive, agile and central player in increasingly larger organisational and societal spheres.

Programme format:	3 x two day workshops (non residential)
2012 Programme:	Workshop One: 7-8 March Workshop Two: 26-27 April Workshop Three: 28-29 May
Location:	University of Auckland Business School
Programme cost:	\$6,500 + GST per person, or \$5,200 + GST per person if attending as part of an organisational cluster of 3 or more people.

To discuss this programme further or book a place, email info@exceleator.co.nz or phone 09 923 8807

Programme Framework

Workshop One

Identifying the Work of Leadership

- Distinguishing between technical/professional expertise, management and leadership
- Building a specifically leadership oriented perspective and set of practices.
- Mapping your own context through a leadership lens.
- Developing the practice of crafting powerful leadership questions.
- Refining reflection as a leadership tool.

Workshop Two

Doing the Work of Leadership

- Building more engaged, collaborative, and authentic ways of working with others.
- Working with tension, conflict and difference to heighten the potential for new thinking.
- Identifying and working across the different kinds of boundaries that constrain individuals, relationships and organisations.
- The art of reframing: Seeing problems from radically new perspectives.

Workshop Three

Sustaining the Work of Leadership

- From micro to macro: locating your work in ever larger and more strategic contexts
- Understanding and using influence differently.
- Working with ambiguity, uncertainty and complexity.
- Better understanding and articulating the impact, focus and direction you desire for yourself and others.
- Building a leadership story and mandate.

Who should attend

Professional, technical, functional managers and leaders who now find themselves required to (entirely or partially) take up a more encompassing leadership perspective or role within their organisation.

- Are you finding that the well honed set of professional/ technical expertise you've spent your career perfecting doesn't seem to fully equip you to create the results aspired for?
- Are you noticing that the ways you tackle problems, engage with others and seek solutions isn't having the leadership impact you were hoping for?
- Do you often feel stranded in your role without any tangible signposts to tell you how you are doing?
- Can you just not see how to add value through an explicitly leadership (as opposed to operational/ functional/ professional) perspective?

Workshop Format

Throughout the workshops, we will:

- Present original and international leading edge thinking and research on leadership.
- Involve practitioners with a highly developed leadership mindset and extensive experience with whom you can explore different insights and approaches.
- Provide access to articles, experiential activities and resources that will enable you to experiment with new concepts and embed new leadership practices in your context.
- Facilitate opportunities for you to discuss your specific leadership context and challenges and explore ways to translate new ideas and activate new ways of working when you return to your organisation.

Outcomes

As a result of participating in this programme you will:

- Develop a new confidence in your capacity to lead others, respond to challenging environments, influence beyond your role, make difficult decisions and contribute at a more strategic level in your organisation.
- Acquire high-level individual leadership capabilities such as critical reflection, boundary-crossing, reframing and storytelling.
- Be adept at tuning into the shifting circumstances of your current context and equipped to navigate yourself and others through increasingly uncertain terrain.
- Increase your capacity to influence at all levels of your organisation and make a difference to its future direction and efficacy.
- Extend your peer network and develop relationships where you can openly discuss challenges, investigate different approaches and share a leadership mindset.

NEW ZEALAND LEADERSHIP INSTITUTE

The New Zealand Leadership Institute (NZLI) is a national leadership development and research institute established by The University of Auckland Business School in partnership with several significant organisations and trusts, all of whom are committed to understanding and building New Zealand's leadership capacity.

Since its launch in November 2004, the Institute has designed and delivered 27 long term leadership development programmes involving well over 500 people. These programmes have been in the form of both in-house programmes with organisations and open programmes with cross-sectoral groups of individuals at different stages of their leadership. In addition, the Institute has worked with over 2,000 people from a myriad of corporate, not for profit and community organisations who have participated in shorter term leadership workshops.

The leadership development approach taken by the NZLI is distinct from mainstream leadership thinking and development offerings and is strongly informed by cutting edge Institute and international research. Participants from the Institutes' programmes consistently acknowledge the unique approach to leadership and learning which stimulates fundamental shifts in their leadership perceptions, relationships and actions.

Alongside leadership development, the NZLI also has a very active leadership research agenda. The results of this research have been published in a number of the top leadership journals and have fostered partnerships and collaboration with international leadership institutes in the UK, Europe and the US.