

Information on

"BBT Leadership Compact - Leadership Training"

Fundamentals of Training

This compact training, one of a kind in Germany, offers a harmonious, intensive and effective combination of the most significant elements of **leadership with important elements of personal development. Practical experience** sows the seeds for **sustained learning**, provided by two "old hands" in the field of training and coaching, **Klaus-Peter Esser and Steffen Neiß**, who together boast more than 30 years of sound leadership experience.

The training is aimed at people whose job in the broadest sense is or will involve leadership. **Statements from participants** about the effectiveness of our **"Leadership Curriculum"** speak for themselves:

"For me, BBT leadership and personality training was, and still is, a very special experience that, in the best possible sense, is very different to anything I had known previously. I have found that the benefits for my personal development as well as the many impulses for my leadership role at work are outstanding."

Olaf Kugeler, Senior Director, Head of Procurement & Provider Management, Grünenthal Pharma GmbH

"The BBT series has given me a new perspective on myself and the people in my work environment. I now have a much better understanding of some behavioural patterns and reactions (my own as well as that of others), particularly in stressful situations, enabling me to act more constructively. It also allows me to devote my strength at work to the "important" things. "

Susanne Leuthner, Manager SINFONIMA, Mannheimer Versicherung AG

"BBT was undoubtedly one of my best decisions. From a work perspective, I was able for instance to learn intelligent conversational and negotiating skills with employees and how to handle situations when the group dynamics turn against me. Above all however I learnt a lot for myself – I am now more self-confident in my dealings with employees and customers, my presentation skills are more professional and I am above all much calmer and thus more convincing and credible. I am still applying the tools two years on. And, on another level, the training has also had a very positive effect on my personal life as I of course learned how to deal more calmly with many situations. Both trainers, Klaus-Peter Esser and Steffen Neiß, have a very charming and honest way of transporting topics, so that receiving and accepting feedback was easy for me. As a result, I am totally "ruined" when it comes to other coaches. In short, top content and tools that every manager needs at work on a day-to-day basis, taught by top trainers, makes for a top seminar.

Catharina Zahn, Director, BNI Nuremberg

Instability, a feeling of **being controlled by external forces** in combination with a strong **pressure to change and be successful** dictate a typical working day for many managers. Demands are high and continue to grow. Nowadays managers more and more frequently find themselves having to assume the almost equally important role of **coach / advisor** in addition to their clear **leadership role**. This may involve a role as a service provider for customers or for other departments (internal customers) or a **supporting role in change processes**. Managers are thus role models in a skilled combination of intelligence, personal social awareness, adaptability, professional competence, creativity and light-hearted efficiency. The **three modules** that make up this training course are precisely targeted at increasing this competence in **managers**. The didactics of this **7-day training course** are essentially based on two elements:

1. "Tools for a manager" (method level), e.g.

- Leadership and communication techniques
- Effective delegation and motivation
- Counselling interview and performance review methods
- Conflict resolution methods and conflict management
- Change management and how to use it

2. "The manager as a tool" (personality level), e.g.

- Personal impact
- Personal ability to change
- My inner attitude and understanding of my role
- Reflecting on my own self-image and that of others

"Tools for a manager" addresses the methodical social competence level of **manageable interventions and tools**. At this level, training aims at further strengthening the social and leadership skills of the participants in daily practice or in project work by means of relevant **method-related know-how**.

"The manager as a tool" element addresses the **personality level**, which is essential for putting the tools that have been learned to good use. The ability to reach people is significant for achieving success on the basis of personal and social competence. A **modular process is initiated and gradually** deepened during all the **modules** - and at the same time method-related know-how is provided - thus giving participants the opportunity to reflect on their own **personality, with the focus on "inner attitude"** and, wherever appropriate, to take responsibility for introducing or bringing about desired changes.

In addition to group interaction, intensive **feedback and coaching sequences** create space in which intensive work (also in **evening sequences**) can be carried out while at the same time ensuring that participants do not miss out on **fun**. Experience has shown that this method is very effective and thus also has its "charm" in that the process is always supported by **practical, realistic examples, case studies and assignments involving the di-**

rect application of the related methods, so that **personality development is supported and enhanced through widening knowledge of the method.**

The modules in this series of seminars have been structured to give participants a lot of practice and enable them to gain the necessary understanding of their role as a manager or consultant on the basis of specific **experience.**

Module 1

Leadership and Personality

Aims and contents of the seminar (3 days)

The aims of this intensive three-day start-up sequence to the series of training courses include teaching the significant elements of the leadership method and developing or strengthening participants' ability to make changes and their social and leadership skills.

Participants learn to cope with their consulting and leadership responsibilities more easily in a given environment - also in change processes - and to professionally apply the integrated approach in the area of internal consulting and leadership. The following training targets are each to be reached:

- Strengthening participants' awareness of the potential to shape their leadership role
- Understanding the integrated approach as a decisive success factor (also in change processes) in terms of leadership and consulting
- Addressing the question of understanding the role of a manager on the one hand and that of an internal coach/consultant on the other hand
- Case studies
- Understanding the basics of modern leadership (the manager as a coach)
- Getting to know contracting as a requirement for success and as a foundation - learning to employ contracting as an element of staff appraisals and coaching talks
- Structuring staff appraisals and coaching talks, understanding the phases of these talks and practising the application of this understanding in personal case studies
- Convincing colleagues and employees of one's own targets and finding ways of making their project and/or personal targets worthwhile.
- Implementing and using method-related know-how for personality development
- Getting to know methods to enhance personal effect and practising these methods
- Visualising the connection between inner attitude and external effect
- Recognising personal thought patterns and perception preferences and understanding their relevance in practice
- Identifying the potential of personal strengths and weaknesses
- Improving feedback and communication skills

- Getting to know important leadership instruments and practising their application
- Improving and practising the ability to handle groups / teams
- The transfer of know-how in my network / my company

Duration and dates

- Duration: 3 days, with two trainers
Venue: Region of **Würzburg (Rieneck)**

Module 2

Conflict Management

Aims and contents of the seminar (2 days)

Based on the fundamental knowledge they have gained in the previous module, participants are in a position to continue with the process commenced in the first module, expand their knowledge and in particular examine and understand **conflict behaviour / management** derived from an understanding of the role of a manager and to gain selected relevant method-related know-how in this module.

A significant element will again be direct, personal **feedback** from the trainers and other participants, backed up with videos if appropriate. The following individual **seminar contents** are dealt with:

- Understanding conflicts better and getting to know instruments for resolving these conflicts
- Getting to know leadership instruments for conflict management and coaching and practising their application
- Handling objections or resistance and reinforcing my personal capacity for conflict
- Criticising employees professionally; learning to give respectful, clear feedback when coaching
- Getting to know "control" as a leadership instrument and learning to apply it appropriately
- Personnel development and coaching as a manager's key responsibility
- Getting to know Blanchard's maturity level model (skill-will) and applying it for employees
- Conducting personnel development appraisals / learning to apply the method
- Further improving feedback and communication skills in conflicts and awkward situations
- Improving personal standing in awkward situations and learning about methods for handling difficult situations
- Establishing a connection to the participants' current projects
- The transfer of know-how in my network / my company

"This training taught me to see many things from a completely different perspective. Now, a few weeks after the 3rd module, I notice that I react completely differently when colleagues, employees or customers approach me with special questions or problems. Adopting an approach of continual self-reflection or "climbing into the helicopter" to see problems from a different perspective is now easy for me. The seminar was not only fun but also had a very positive effect on my personality. Thank you very much."

Hans Hönig, Training Center Director, Pharmaceutical Industry

Module 3 Change Management

Aims and contents of the seminar (2 days)

The third module continues with the personal development process commenced in the first and second modules. Equipped with the conflict management knowledge, tools and methods from the second module, in this module the focus is on participants jointly examining the question of **"change" (change processes and change management)** derived from an understanding of the role of a manager, and on gaining relevant method-related know-how, which is then practised in specific case studies and on the basis of the practical experience participants have gained in their own everyday working life and business environment.

The following individual **seminar contents** are dealt with:

- Introduction to the change theory - understanding and actively shaping change processes
- Development processes undergone by people and organisations - the wave concept
- The bridging-the-dual-gap model for organisational development and its consequences for shaping the management of change processes
- Understanding the emotional and psychological phenomenon of resistance in change processes and learning regulations for appropriately handling resistance
- Recognising, understanding and controlling principles and cycles
- Getting to know the wave model as a practical consulting and leadership tool
- Learning to develop concepts for change situations and change architectures on the basis of practical case studies
- The significance of paradigms for leadership and consulting in change processes
- Establishing a connection to my current projects
- The transfer of know-how in my network / my company
- Integration of the three modules - completion of the series of training courses

"I very much enjoyed the time at the BBT seminar with the two trainers and the other participants. I had never before experienced such an intensive, deep learning experience. When you see the strength with which we were able to deal with our own "issues" at the same time, it is even more amazing that we could walk upright after such a week and still feel so good! A very practical mixture of models and real-life situations, experience and action (exercises) – most probably the best seminar I have ever attended. Thank you very much!"

**Benjamin Paulus, Center Director Production,
Borg Warner Turbo & Emissions Systems**

Dates for modules 2 and 3:

- Duration: Two 2-day modules with two trainers
Venue: region of **Würzburg (Rieneck)**