The changes in markets and technology, lead ultimately to changes in corporate management. The high speed at which these changes occur, confronts the executive with huge challenges both of a strategic and personal nature. In future, corporate executives will need to have at their disposal an integrated and comprehensive knowledge of the corporation. They will need to develop an understanding of global strategies, local sales and marketing concepts and culturally adjusted management principals. Achieving this will demand innovative competencies and team leadership.

The following skills and competencies will be trained in our leadership seminars:

- **DEVELOPING PERSONAL COMPETENCE**
- **IMPLEMENTING INNOVATION**
- **DEMONSTRATING PLANNING**
- **DEFINING PERFORMANCE**
- **COACHING APPRAISAL**
- **DECISION-MAKING AND PROBLEM-SOLVING**
- **RECOGNIZING HUMAN POTENTIAL**
- **DELEGATING TASKS & RESPONSIBILITIES**
- **HANDLING MISTAKES & PERFORMANCE**
- **COMMUNICATING TO LEAD**
- **LEADING TEAMS MORE EFFECTIVE**

Joachim Armbruster

- Business Economist
- Marketing and Event Manager
- Manager of Advertising Agency
- Trainer for Communication Skills and Change Processes
- Consultant, Supervisor, Coach
- Systemic Trainer, Change Catalyst
- Counsellor (Psychology)

Life Works
81675 Munich, Nigerstr. 4
tel 0049.89.47087056
fax 0049.89.47087058
e-mail: ja@life-works.biz
www.life-works.biz

LEADERSHIP AT IT'S EXCELLENCE

Developing Leadership and Team Competencies

Your advantage as leader

- Learn to make the right decisions, regardless of the growing complexity and dynamics of the marketplace.

- Discover your true potential and its optimal use. Become more confident, credible and assertive.

- Gain more competence and calmness in your leadership conduct. Learn to deal with demanding conflict situations.

- Communicate in a direct as well as respectful way and go along with the consequences of this process.

Leaders first challanges

"When you do things yourself, you are a technician; when you get things done through others, you are a manager." (L. Appley, President of the American Management Association)

Executives promoted from a technical position into a position entailing management responsibility are often overloaded by leading their employees as well as themselves. The same thing happens to managers who may be specialists in their initial department, but have no theoretical or practical experience of leading staffs and teams.

The leap from the level of staff employee to the first management role is generally achieved on the basis of experience and competence. Often at the first management level positions, one is only assigned with management tasks to a limited degree, with the result that technical competence continues to be predominant in defining one's own professional role.

However with each management promotion, the management tasks increase in comparison with technical or content-related assignments if the issue is guiding the team, department or even the company as a whole to success. As such, technical competence is progressively becoming less important than leadership competence.

When one has learned that a promotion was the result of a high level of technical competence, then it is hard to accept that other skills are now more decisive for success. One must recognise that technical competence is no substitute for leadership. Beside technical competence, the competence of a leader is comprised of the following factors:

- Management Competence
- Communication Competence
- Conflict Management
- Culture Sensitivity

CONGRATULATION TO YOUR PROMOTION
Development of Leadership Skills

A powerful introduction that focuses on developing skill sets that help executives become stronger, more confident leaders and managers. Skills focused on in this program include

- Definition of leadership (difference to management)
  - tasks and roles of leaders

- Leadership styles and their influences to the organization/team
  - different management methods and techniques
  - cooperative or directive leadership (pro/con)
  - resonant coaching includes different styles

- Leadership skills as
  - active listening and effective communicating
  - problem-solving, communication in difficult situations
  - holding effectively appraisal/feedback interview
  - managing a goal-planning session or meeting
  - using effective meeting skills
  - delegating and managing tasks
  - motivating and developing your staff

- Leadership questionnaire and checks for reflecting on
  - management and leadership style
  - conflict style and team conflict
  - employee motivation/retention and gain recognition
  - stress management and work satisfaction

TEAM PERFORMANCE AND TEAM LEADERSHIP
Management Skills for Team Work

The focus in the first part is on the topic of team performance. The primary aim of this section is to develop a differentiated diagnosis of the performance capability of your team. You will adopt different perspectives and examine various performance parameters of your team more precisely like:

- Qualification Profiles
- Relationship Network
- Balance in the Team Trriangle
- Factors of Effective Meetings
- Phases of Team Development

The second part is dedicated to the question of what makes the difference in team leadership. Proceeding from the assumption that the range of team leadership topic should be addressed with regard to leadership competence, this section shows you

- which value concepts facilitate successful team leadership
- how work preferences influence the team leader's work relating to their management personality
- how processes of change can be directed and resolved
- how team culture can be diagnosed and integrated into leadership strategy.

Leadership at it's excellence

Managers in today's business world can't simply emulate managers of the past and expect the same level of success. The manager's role is more challenging today than in the past because of numerous changes that are occuring in today's world. These changes are more complex, more frequent, and more rapid than ever before. Therefore leaders hold a special position in the landscape of change. The leader's job can be defined in three areas:

- Communicating the territory, that is, the purpose, the vision, and goals of the organisation to key constituencies, as well as outlining opportunities and challenges.
- Building commitment, building relationships, and facilitating interactions that result in outstanding team performance.
- Producing results and outcomes through the direct efforts of others as well as the executive's own efforts.

To become an excellent leader, roles and responsabilities of managers need a individual deepening and a broad understanding, which leads to a range of leadership competencies.

EXCELLENCE IS NOT AN ACT, BUT AN ATTITUDE
Development of Leadership Excellence

A interactive leadership seminar that focuses on developing leadership competencies that help executives become more convincing and authentic leaders by exploring attitudes and developing values. Depending on the individual demand of the participants, competencies focused on in this program include an introduction into:

- Competence of leading employees
  - examples of adopting the "boss" role
  - giving orientation, providing a learning culture
  - being able of co-worker coaching
  - know-how of team dynamics, dialogue and conflicts in teams

- Competence of entrepreneurship
  - focus on results, future and innovation
  - ability of making decisions
  - motivation and demotivation

- Competence of personal authority
  - stability, integrity, radiation, courage, meaningfulness
  - consciousness of own roles

- Competence of relationship
  - capacity for teamwork and networking
  - Communication, cooperation and negotiating skills

- Competence of change
  - know how of change processes and changing culture
  - different types of conflict, conflict moderation
  - handling with resistance

Each unit of this seminar is dedicated to a certain competence and consists of 3 parts:
- Introduction to the topic, whereby the thought impulse is important
- Visualisation and presentation of central statements
- Learning designs as an interactive and alive experience with the topic