

The ELEFSIS Leadership Portfolio allows you to select the most appropriate learning units or 'missions' for your organisation, in the delivery pattern of your choice. We suggest that you first undertake Mission 1 in each portfolio, as Mission 1 establishes the scene for the other 'missions' that follow.

**The ELEFSIS Leadership Portfolio comprises three levels:**

**The Personal Portfolio**

Focussing on maximising the potential of individual leaders.  
Supported by individual coaching by experienced executive coaches.

**The Team Portfolio**

Focussing on maximising the potential of the team or section.  
Supported by team coaching if a complete team or section attends.

**The Organisation Portfolio**

Focussing on maximising the potential of the division or organisation.  
Supported by expert advice if requested.

**The ELEFSIS Leadership Portfolio can be delivered in different ways to meet your needs, for example:**

- **Intensive blocks** supported by coaching in between attendance sessions.
- **One-day workshops** supported by coaching in between attendance sessions.
- **Breakfast or lunchtime seminars** supported by coaching in between sessions.
- **Evening seminars** supported by coaching in between attendance sessions.
- **Weekend blocks** supported by coaching in between attendance sessions.

Based on our extensive experience in leadership development in both the commercial and public sectors, we have found that organisations undergo the most profound change to leadership capability from a program combining personal, team and organisational development, supported by individual coaching.

Workshops and seminars are delivered by Dr. David Paul, an international expert in leadership and change, Dr. Kaye Remington and the ELEFSIS Team of highly experienced facilitators and executive coaches.

## A: Personal Portfolio

Leaders must look after themselves first.

*A ship and its crew will not survive stormy seas without a healthy skipper.*

<p><b>Mission 1 – Overview</b></p>	<p><i>Explore characteristics of management</i>  <i>Explore characteristics and models of leadership</i>  <i>Understand your personal leadership style</i>  <i>Plan your personal leadership approach</i>  <i>Understand skills to be a leader that others follow</i>  <i>Change expectations through mental modeling</i>  <i>Understand systemic leadership</i>  <b>Meet your personal executive coach</b></p>
<p><b>Mission 2 – Leader</b></p>	<p><i>Understand your own behaviour preferences</i>  <i>Enhance strengths, deal with weaknesses</i>  <i>Understand your preferred styles of listening, taking in information and communication</i>  <i>Understand the emphasis that you place on people/task; process/outcomes; risk/stability energy/conservation; trust /control; control/working with the environment.</i></p>
<p><b>Mission 3 - Control</b></p>	<p><i>Understand what you can control and what you cannot control in the workplace</i>  <i>Develop a locus of control</i>  <i>Enhance tolerance of ambiguity</i>  <i>Practice the concept of giving power away</i>  <i>Developing resilience – the work of Martin Seligman</i>  <i>Managing personal stress</i></p>
<p><b>Mission 4 – Power</b></p>	<p><i>Explore the bases of power</i>  <i>Develop influencing skills</i>  <i>Understand intrinsic and extrinsic motivation</i>  <i>Explore the power of intrinsic motivation</i>  <i>Develop continuous learning for leaders – the art of reflective practice</i></p>
<p><b>Mission 5- Multiple IQ</b></p>	<p><i>Understand your many intelligences</i>  <i>Understand the principles of Emotional Intelligence (EQ)</i>  <i>Stimulate creative thinking</i>  <i>Work with EQ to support creative thinking</i>  <i>Understand models of decision making</i>  <i>Turn challenges into opportunities</i></p>

## B: Team Portfolio

Leading and managing your people is key to organisational success

*The best football team is only as good as its weakest link. Everyone must pull together to win!*

### **Mission 1 – The Team**

*Explore team roles and team behaviour  
Apply a team health check instrument  
Understand the use of synergy as opposed to competition and rivalry  
Explore attitudes to work-service/achievement; work-life seen as an adventure/ work- life as carefully planned  
**Meet your team coach (for complete teams attending)***

### **Mission 2 – Critical Comms**

*Explore different communication styles  
Use specific channels of communication to get your message across successfully  
Apply the secrets of influential communication  
Understand specialised communication for change  
Explore communication styles of successful leaders  
Differentiate communication for leaders and managers*

### **Mission 3 - Conflict**

*Understand the principles of managing personal conflict  
Experience how to handle conflict differently  
Explore sources of conflict  
Appreciate culturally different approaches to conflict  
Develop alternative responses to conflict  
Understand acceptable and unacceptable behaviour in the workplace*

### **Mission 4 – Negotiations**

*Understand negotiation strategies  
Explore the secrets of good negotiators  
Use techniques to break a dead-lock  
Get beyond no  
Achieve win-win  
Understand the principles of negotiation under stress  
Achieve sustainable outcomes*

### **Mission 5 - Coaching**

*Understand the principles of coaching  
Plan a coaching session  
Coach others to complete a personal development plan  
Learn to give constructive positive and negative feedback  
Develop staff using a continuous process of involvement*

## C: Organisation Portfolio

For sustainable organisational development and change we need to consider the whole system; how everything interacts, not just the individual parts.

*An elite crew is a tight unit, but it cannot win the big races without a state-of-the-art yacht!*

### Mission 1 – Learning O

*Apply a re-framing tool to help structure problem situations and challenges in the workplace  
Understand different styles of learning and understanding; explore learning styles; why some want to learn continuously vs. wanting to apply what they know  
Develop systemic ways for your organization to learn more effectively*

### Mission 2 – Creative O

*Apply tools and techniques from the design industries for stimulating creativity in organizations  
Use individual and group divergent thinking tools  
Understand how to expand the solution/problem space in your organization  
Learn how to foster, support and harness creative thinking*

### Mission 3 - Environment

*Work with the political arena  
Explore effective strategies for dealing with economic and political masters  
Learn to thrive in chaotic environments  
Start thinking beyond the benchmark  
Use bureaucracy and red tape to personal advantage  
Manage your environment to your advantage*

### Mission 4 – Change

*Explore the mechanisms, application and benefits of organizational alignment  
Work with mission and values as powerful tools for organizational alignment  
Understand the dynamics, benefits and pitfalls of organizational intervention  
Develop a multi-directional management strategy*

### Mission 5 – Systems

*Explore the power of systems thinking  
Use the VOICES process to develop a systemic program for organizational change  
Align change with BAU  
Develop a program to communicate change  
Monitor and adjust change programs in response to environmental impacts*