

CRACKING GREAT LEADER PROGRAM

Increase Connections, Collaboration and Common direction



The Program when you are sick of **silos** *separation* SLOWNESS and small-thinking

Focus is on the organisation.

Most leadership development programs focus only on strengthening individual leaders. This Program is different.

The whole group participates and it's focused first on the organisation and second on the individual.

Its primary aim is to get **people out of silos** working together more effectively by building relationships through increased **connections, depth** and **meaning** within the organisation.



It focuses on the connections

between people as much as on the people themselves. It uses tools to show that people are different from each other and that these differences are special, need to be cherished and are vital to the success of the organisation.

Success has more to do with the way people interact together than how they act on their own. It has more to do with the team than the individual. It's about moving from 'I' to 'We' to 'Us'. We call it organisational wholeness.

It's about liberating the human energy at work.

The Program goes to the source of human spirit: **Body, Head, Heart** and **Soul**.

Key Features

Focus is on the organisation, relationships and getting people out of silos

Modular design provides flexibility

Positive psychology

Making people big, strong and confident

Peer-to-peer development

Provides time to change habits

5 months learning for 6 days investment.

MODULAR design

26 modules. Clients commonly choose between 9-12

The chart at the bottom of the page shows the structure of a typical 9 module Program.

The first workshop is usually a full-day and includes the first two modules. The remaining modules are delivered in half-day workshops about two weeks apart.

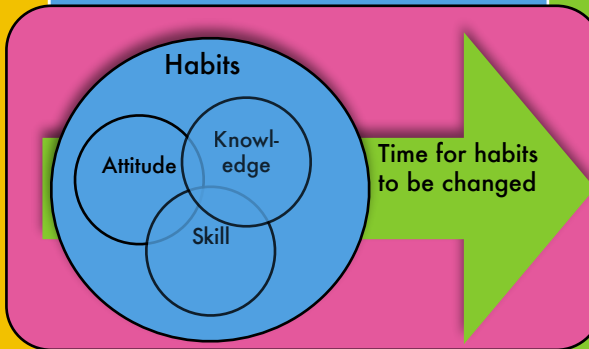
The whole Program runs for between 4 to 5 months but only involves about 5 or 6 days of workshop time.

In the periods between workshops participants practice on real issues within their organisation. They also use these periods to do the readings for the next module. This means we can use the workshop time in facilitation mode rather than teaching mode.

Over the course of the Program the readings grow into a highly valuable body of material for future reference.

Time to change habits

One day workshops nearly always disappoint because they do not allow sufficient time for participants to change life-long habits. Our aim is to create new habits. This takes at least 4 months. It's why the Program is held over an extended period.



Measurement of success

At the start of the Program participants write to their manager and to their direct reports, asking them to look for changes in specific behaviours during the Program. At the end these people give feedback on whether these behaviours were observed.

Three months after the end of the Program participants review progress towards their personal commitments and the Group's progress.

Peer-to-peer development

People learn best from peers who share the same daily experiences.

The Program is based on story-telling. For example: 'My greatest leadership accomplishment' and 'The person who influenced me most'. As participants tell each other stories, connections are made, conversations become more meaningful, and trust is built.

Positive psychology

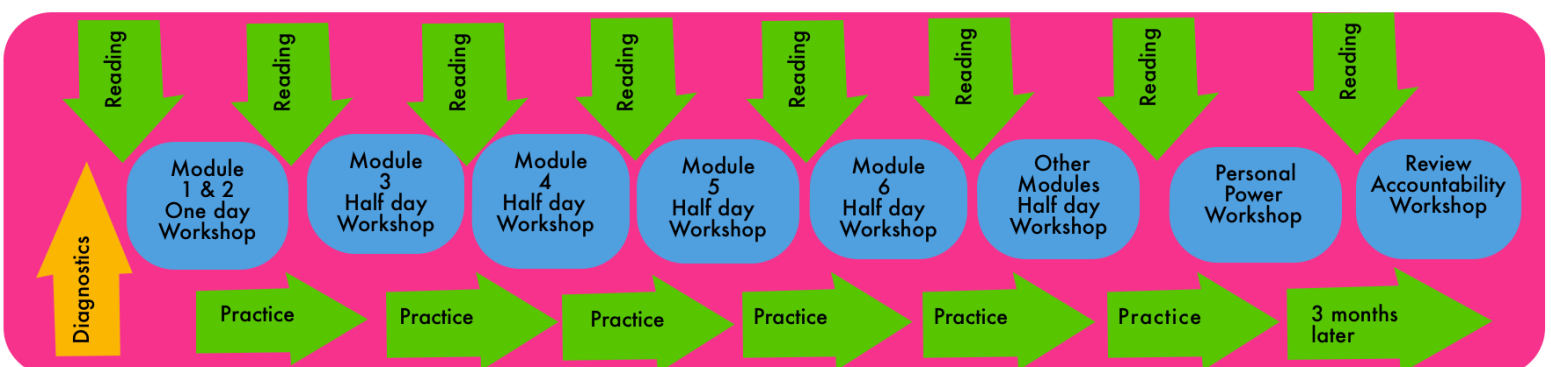
The Program focuses on strengths, not weaknesses. The aim is to make each person feel stronger because big people look for the best in others while small people look for weaknesses in others and make them feel small too.

Management support

The success of the Program is highly dependent upon senior management support. A member of the senior management team should be present at each workshop to show leadership support and commitment to the Program. Also the Chief Executive and the senior management team need to be present for the Manage Your Manager workshop.

Most popular modules

The most popular modules are listed on the following pages with a short description of the contents and why it is important.



Three Worlds and 23 Modules to choose from

Managing the world within	Managing the world outside	Managing the world between
<p>If people are not strong on the inside, there is no way they can be strong on the outside.</p> <p>As inner strength grows, others can't help but notice and be attracted to it.</p> <p>Authenticity depends on knowing oneself. If people don't know who they are no one else can know who they are.</p> <p>Modules include:</p> <ol style="list-style-type: none"> 1. How to liberate human energy at work 2. Understanding ourselves by using Herrmann's Thinking Preferences 3. Making the most of your 'Genius Factor' 4. Using the power of the sub-conscious mind 5. How to become more creative and innovative at work 6. Confidence, influence & personal power 7. Building your personal brand 8. Your Personal Power Program. 	<p>Managers are usually in touch with their outer world.</p> <p>But they are better at analysing than synthesising.</p> <p>They are better at logic than intuition.</p> <p>They are better at short-term than long-term.</p> <p>Modules include:</p> <ol style="list-style-type: none"> 1. Strategic thinking 2. Strategic execution 3. Systems thinking in business 4. Organisational architecture. Alignment of Culture, Service & Brand to the Value Proposition 5. Creating "Customer Intimate" & "Thought Leading" organisations 6. Improving processes and eliminating unnecessary work 7. Customer service tools 8. Review and dragons' den. 	<p>Managing relationships is a core skill for any person both within the organisation and beyond it. Most managers focus on the individuals within their organisation rather than the space in between people. Instead of seeing emptiness between people, the Program them see energy fields of trust, information and communication.</p> <p>Modules include:</p> <ol style="list-style-type: none"> 1. Cooperation, collaboration & connections 2. Breaking down the silos to improving trust, communications and connectedness 3. Colour your customers and staff - how to change your approach to match each type of customer 4. Networks 5. Managing your manager 6. Importance of trust & how to become a Trusted Adviser 7. The power of questions and peer-to-peer learning.



Cracking Great leaders create hair-standing
Human Energy

How to Liberate Human Energy at Work

How to develop human energy by tapping into
its source: body, head, heart and soul.

Content includes

Learning what irresistible leaders do that others don't

Drawing out the strengths in others

Identifying your greatest leadership accomplishment

Turning everyone into a leader, not just the people at the top.

Why this is important

When we say leadership we mean the ability to get things done through other people. This module will show that every person has been a leader at some time in their life. It will show the surprisingly simple things that Cracking Great leaders do that make such a difference. It's about developing human energy.

Cracking Great leaders know that their power
comes from their subconscious mind



The Power of the Subconscious mind

The picture we hold in our subconscious mind
drives our behaviours and success; or holds us
back. Unleash this power in everyone.

Content includes

How the subconscious works

The power of self-talk

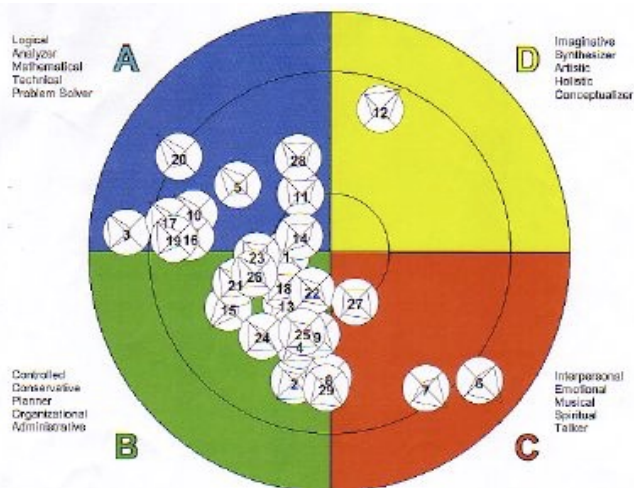
Accessing the power of the subconscious

How to stop sabotaging yourself.

Why this is important

Cracking Great leaders know about 90% of what they do is done at a subconscious level. They operate well beyond their rational minds. They trust their intuition and gut-feelings. Other managers only develop their conscious mind. They assume that's where their power comes from. It actually comes from their subconscious mind. They will never be more powerful than the mental pictures they have of themselves.

This module helps people operate beyond their rational mind.



Understanding Ourselves and Others By Herrmann's Thinking Preferences

Herrmann's Thinking Preferences show that
people think in fundamentally different ways
and need to be led differently.

Content includes

Understanding your thinking preference and what this means

Understanding your strengths and playing to them

Understanding others, their needs and frustrations

How to communicate more effectively

How to do better presentations.

Why this is important

People are different. Treat them the same and you will get lukewarm results. Treat them special and you'll get magic!



Cracking Great leaders know what their Genius Factor is and use it more deliberately and more often

Making the Most of Your Genius Factor

When people understand their Genius Factor and use it deliberately, there is no limit. The aim is to identify and utilise the untapped genius in your organisation.

Content includes

Identifying your Genius factor
Learning how to use our Genius more effectively
Helping others see their Genius and use it.

Why this is important

Your Genius creates joy and success for you when it is used in the right situation. The most important thing you can do is to use your Genius factor more often. The next most important thing is to help



Cracking Great leaders know that questions not answers are the seeds of success

The Power of Questions & Peer-to-Peer Development

Questions are one of the most powerful but least used tools in business today.

Content includes

Discovering your preferred questioning response
Practicing the use of asking powerful questions
Understanding how to learn from your peers at a far deeper level.

Why this is important

Managers waste valuable time solving symptoms because they have not asked the questions to find the real problem. This is one of the 20 "breakthrough ideas" in 2006 according to the Harvard Business Review.



Many people fee disempowered by their manager. It's not because of what the boss does. It's because people look at their boss in the wrong way...

Managing Your Manager

You can get whatever you want if you package it so the boss gets stronger.

Content includes

Understanding your boss - what they are good at, what they hate, what pressures they face
Helping them be successful
Taking control of your career, never again allowing it to be in the hands of someone else.

Why this is important

Most of us view our relationship with our boss in exactly the wrong way. As a result we become dependent, give up control, become weak, which the boss hates too.



Cracking Great leaders know that collaboration is a stronger force than competition

Cooperation, Collaboration & Connections

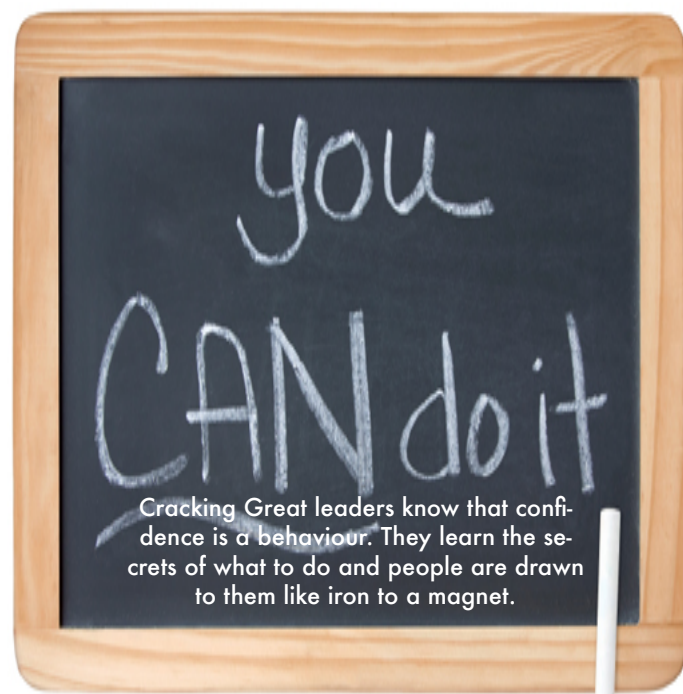
It's the space in between people that makes the most difference. Instead of seeing emptiness see emotions, vibrations, energy, trust, communication, synergy and love.

Content includes

- Understanding the golden rules of relationships
- Developing a more inclusive approach
- Developing a Relationship Plan for key contacts.

Why this is important

Cooperation is replacing competition and relationships are replacing hierarchy as the dominant organising principles. Your success depends on working this way.



Cracking Great leaders know that confidence is a behaviour. They learn the secrets of what to do and people are drawn to them like iron to a magnet.

Confidence, Influence & Personal Power

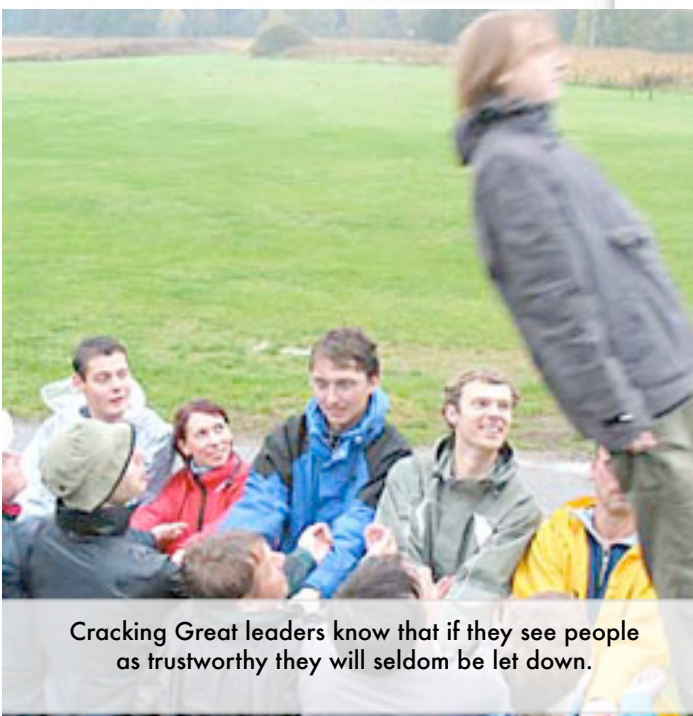
We don't understand that people we see as confident, influential and powerful have learned behaviours that are accessible to all of us.

Content includes

- The most influential person in your life
- Learning confident behaviours
- Understanding the power of words
- Developing your Confidence Plan
- Measuring your Personal Power.

Why this is important

All humans have a need for confidence. We are attracted to it without even knowing why. When confidence is like a magnet we call it personal power.



Cracking Great leaders know that if they see people as trustworthy they will seldom be let down.

The Importance of Trust & How to Become a Trusted Advisor

Without trust you get silos, slowness and internal competition between people.

Content includes

- Understanding the components of trust
- Attributes of trusted advisors
- What customers want in customer service
- The seven laws of a trusted advisor
- Smart Room. A game to encourage conversations with more connection, depth and meaning.

Why this is important

Everyone is an advisor to someone. Building trust and knowing how to advise is a critical skill for leadership.



Cracking Great leaders know to hit their product development target it helps to shoot many arrows.

Increasing Innovation & Ideas

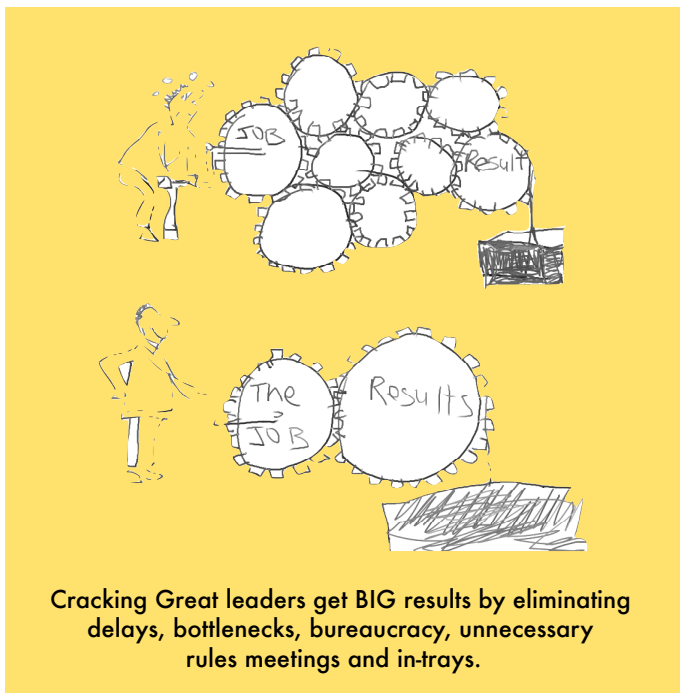
Organisations are starting to realise that they sink or swim based on their innovation. This module gives a process for hitting the target with your product development.

Content includes

- 12 ways to motivate others to be more creative
- Selecting the right people for your innovation project
- Increasing organisational speed
- 12 tools to increase innovation

Why this is important

Most managers talk about innovation. Few know how to get it going in their organisation.



Cracking Great leaders get BIG results by eliminating delays, bottlenecks, bureaucracy, unnecessary rules meetings and in-trays.

Improving Processes

& Eliminating Unnecessary Work

The aim is to align systems and work processes so they assist people rather than hinder achievement.

Content includes

- Increasing organisational speed
- Process improvement
- International best practice
- The seven most useful improvement tools

Why this is important

As little as 15% of activity adds value to your product or service. This shows you how to reclaim some of the 85% back.



Cracking Great leaders create systems that deliver great customer service in the hands of ordinary people.

Customer Service Tools

These tools create a continuous customer chain throughout the organisation so everyone is clear about how their contribution adds to the value that the external customer receives.

Content includes

- Three immutable laws of customer service
- Improving Moments of Truth
- Creating Raving Fans
- Stop selling, start serving.

Why this is important

Provides all the basic tools to allow your people to rethink the service they provide.



Cracking Great leaders understand that unless they are crystal clear about who they are, it's impossible for others to know who they are.

Building Your Personal Brand

Irresistible leaders are not afraid to be different and stand out

Content includes

To stand out you must stand for something. What?

Who are you and what do you want to be?

Your image and how it can become stronger

Your success depends on you becoming stunningly good at something your clients value. What?

How to get your message across.

Why this is important

We must become the change we want to see in the world. Gandhi.



Most managers think others want what they want. Cracking Great leaders know that others have different needs.

Colour Your Customers & Staff

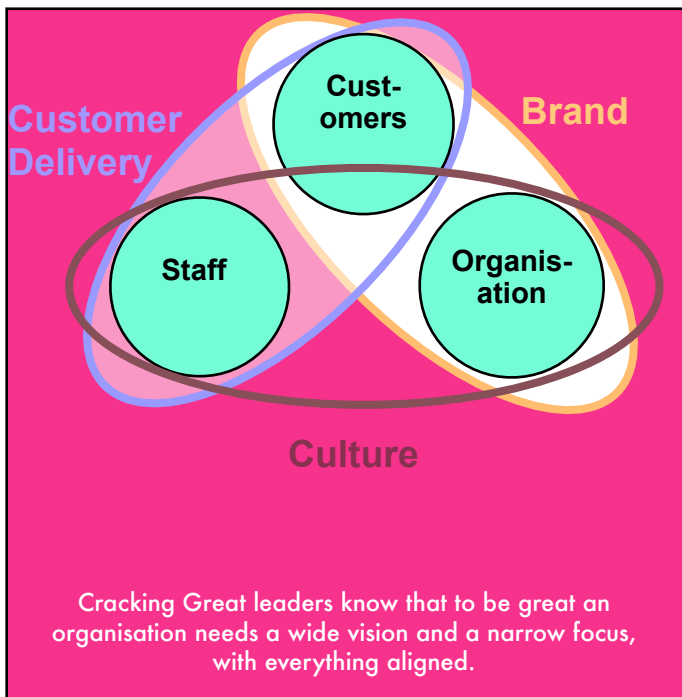
Herrmann shows that customers and staff on this planet come in four colours. 25% of people are in each colour. Each colour needs to be handled in a totally different way.

Content includes

How to achieve magic by matching the colour of your approach to the colour of your customers and staff.

Why this is important

Leaders know that people are different from each other. If you treat everyone the same you will satisfy about a quarter of them and turnoff three-quarters.



Organisational Architecture

Create an organisation with long-term, unbeatable competitive advantage. The Value Proposition is the major tool for achieving strategic focus; and when your culture, leadership and service delivery are aligned to it, you get a lasting competitive advantage because it is almost impossible to imitate.

Content includes

Product Leadership, Customer Intimacy, Operational Excellence

How to choose and align your culture, leadership style and service delivery to your Value Proposition.

Why this is important

Today success depends on the whole organisation being totally aligned. The strength comes when all parts are woven like a rope.



Irresistible leaders know strategy is about being strongest at the decisive point.

Strategic Thinking

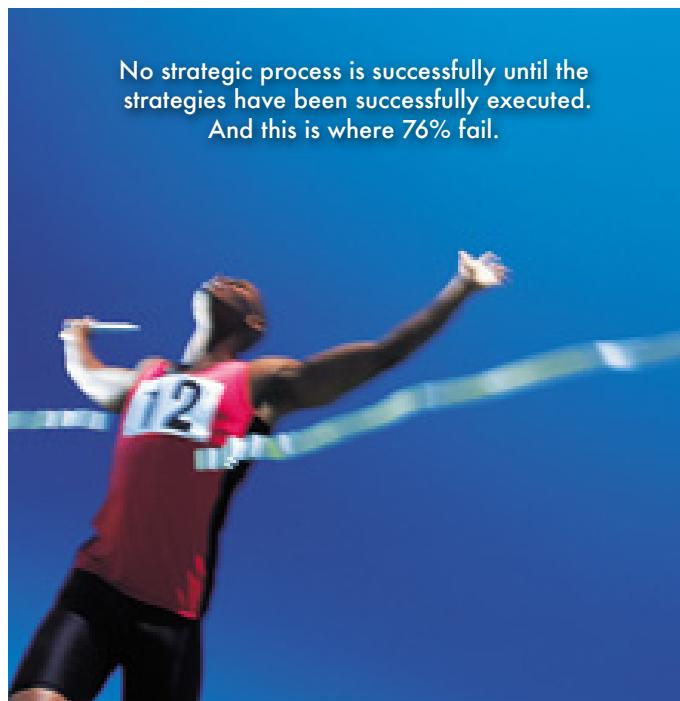
Strategy is about the longer term and important and hard to reverse decisions that simply have to be right.

Content includes

This module is a practical exercise. It is structured so that the team does a strategic plan for their organisation and a first draft action plan for achieving it.

Why this is important

Strategy is critical to business success and yet statistics show that 85% of management teams spend less than one hour per month discussing strategy.



No strategic process is successfully until the strategies have been successfully executed. And this is where 76% fail.

Strategic Execution

Without effective execution, no business strategy can succeed.

Content includes

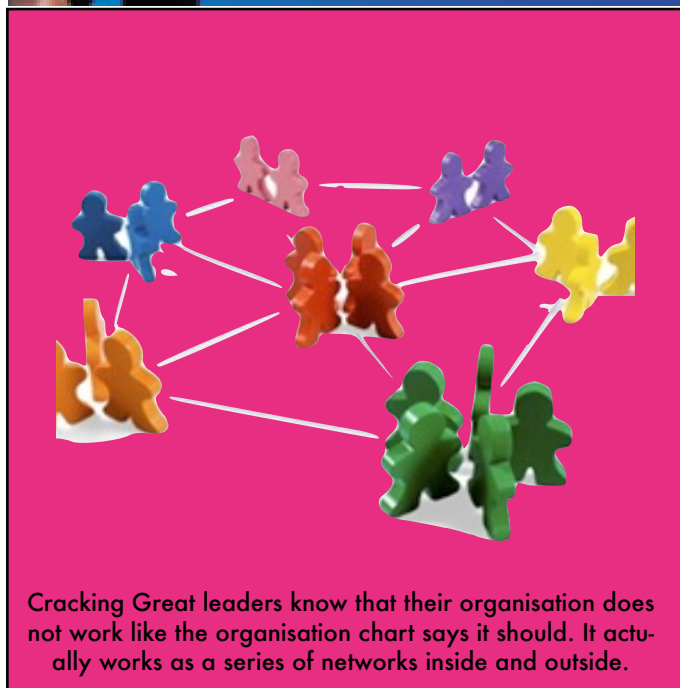
Why strategies fail

How to ensure your strategies succeed

25 years experience in strategy shared with your people.

Why this is important

Research shows that 76% of strategies fail to produce the results required. They fail during execution because executing strategies and sustaining the change is where the real skill comes in. Unfortunately, most managers know far more about formulating strategy than executing it and how to overcome the difficult political and organisational obstacles that stand in their way.



Networks

Strong networks are vital to your success but until recently chances are they have been hit and miss.

Content includes

The golden rules of networking

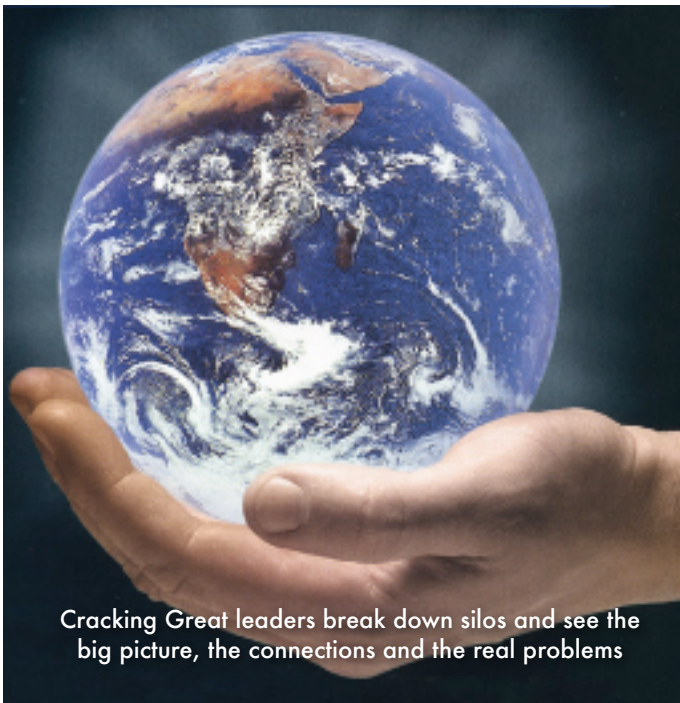
The laws of Small worlds and Weak ties, Metcalfe's law, the law of Connectors & the law of Proximity

Systematising your networks

Your plan for stronger networks.

Why this is important

In the last 10 years a whole new science of networks has been developed. Most people do not know about this and therefore miss out on a powerful new way of working.



Cracking Great leaders break down silos and see the big picture, the connections and the real problems

Systems Thinking in Business

Systems Thinking eliminates silos and small-thinking. It lets you see the connections and the real problems.

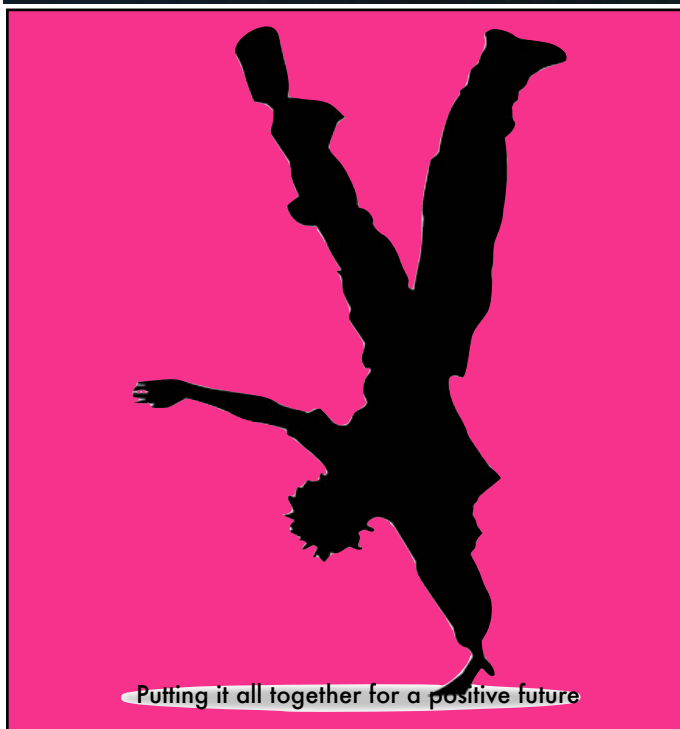
Content includes

Systems thinking techniques
Tools to see connections
How to solve your wicked messes
Emergence and the sweet spot for doing business.

Why this is important

Systems Thinking gives a more strategic and connected way of looking at your business.

Only by taking a systems view and seeing the connections can we avoid the dangers of silo mentality and organisational myopia.



Putting it all together for a positive future

My Personal Power Program

Execution. Review. Accountability.

Content includes

My life purpose
My central beliefs
My 10 year priorities
My 6 month commitments
My Personal Monthly Monitoring Sheet
Our group's 6 months commitments and monitoring sheet.

Why this is important

99% of people on development courses make absolutely no permanent changes as a result. This Program is different. It provides a Review and Accountability Module three months after the end. It requires monthly monitoring of progress for at least 6 months after it ends.

It will therefore put you ahead of 99% of your peers.



Review & Dragons' Den

Review progress 3 months later and approve work of project teams.

Content includes

Process improvement teams pitch recommended changes
Project teams pitch recommended changes
Decision-making criteria pitches made.

Why this is important

99% of people on development courses make absolutely no permanent changes as a result.

The Dragons' Den allows participants to develop real business ideas that take the workshops from theory to actual changes on the ground. It will put you ahead of 99% of your peers.

Read what clients are saying about Cracking Great Leader Program

More testimonials here:
www.virtual.co.nz



delivered on making the management team stronger. We know and appreciate each other more and I learnt that I respect and enjoy the company of my colleagues a lot. **Jude Hughes, Manager, Statistics New Zealand.**

I have picked up certain gems, which will allow me to be better and more effective as a leader. With regard to making the management team stronger, I think this was one of the highlights of the Program – getting to know and interact with my peers on a deeper level. I think the management group as a whole learnt a lot from and about each other. **Brendan Mai, Statistics New Zealand.**

I think it has made a big difference for the management team and to me on a personal level. **Rachael Milich, Manager, Statistics New Zealand.**

Great course. Some material challenged norms. Useful suite reference material built up for ongoing use. **Andrea Blackburn, Statistics New Zealand.**



~~Do it. Be prepared to work hard and it will change your life. It is about~~ creating behaviour change. It's hard work. Even if you don't want to delve deep, it makes you. And that's exactly what I needed - someone to provide a safe environment which creates the opportunity to reach my potential. **Pam Govan, Child, Youth and Family.**

Awesome course ... Needs to be promoted. Different line of thinking. Challenging. **Toka Walden, Western, Department of Child, Youth and Family.**

If you really want to make a true difference in the way you think, live and work then you better get Virtual! 5 out of 5. I never circle a 5 and I really mean it. **Rosaleen Bham, Department of Child, Youth and Family.**



Take the risk - it may turn out to be the best thing you have ever done. **Heather Tavassoli, Manager, Employment Court, Ministry of Justice.**

Readings were fantastic. Really valued the personal focus-"If it's going to be, it starts with me!". **Wes Brown, Business Development Manager, Ministry of Justice.**



Overall I found the sessions informative and rewarding. The pre-reading was easy to follow and supported by some interesting articles and reports. It met my expectations certainly. It was communicated well and supported by good interactive sessions. **Harry Johnson, National Manager, Environment Court, Ministry of Justice.**

The course made me think a lot about what are my values and what style of leader I am. It also gave me confidence as many things that I do and have done appear to be required for a leader ... The course absolutely



More happy clients

Go for it! Be open to growth and watch your journey open up before you.

Diane Attwell, Western, Department of Child, Youth and Family.

We now have a tighter management group.

Should be a flow-on affect with teams at the office. Overall one of the best courses I've been on.

Michael Murphy, Department of Child Youth and Family.

I really enjoyed this Program from beginning to end.

Jennifer Hardiman, Te Kura.

Absolutely riviting! Enjoyed every module. Course really affirming. I have really enjoyed this program and you are a skilled and talented presenter

Julie Marinovich, Department of Child Youth and family.

It changed the way I see my reality. Jim Law Te Kura.

To view more amazing testimonials, please visit our website: www.virtual.co.nz

More comments on Cracking Great Leaders Program

More testimonials here:
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Most useful training we have had for a long time. Great reading which I will refer to frequently. **Francis Farmer, Regional Manager, Western, Department of Child, Youth and Family.**

The Program is very thought provoking and an excellent opportunity to look at ourselves and discover who our work colleagues are. The Program opens up the mind to possibilities for personal growth and strengthening relationships with others. The Program is unique, backed up with excellent reading resources. **Jan Johns CYF, Western, Child, Youth and Family.**



I found the Program very interesting and energising, covering a wide range of material. Highly recommended as participants are guided to discover their own abilities and potential in order to become the best they can be. **Patricia Chivers, Child, Y & F**

I think the course was very well designed, had a good mixture content wise and in delivery terms there was an appropriate mix of small group and large group work. The readings were particularly useful and the connectedness from module to module was a success. Facilitation was excellent. I don't think I would change much, if anything. Taking all factors into account it was one of the best development courses I've been to. **Chris Harvey, Greater Wellington Service Centre, Department of Child, Youth and Family**



The program is outstanding and I recommend it to other colleagues. The pre-readings were though provoking, ensuring our workshop discussions were productive. The workshops were relaxed and encouraged openness and

frankness. I got a great deal out of them. It is beneficial and enlightening to interact with high performing individuals of different industries and backgrounds. The group provides insights, experiences and ideas that may have never occurred to me. One of the best programs I've been on - 5 out of 5. **Paul Nisbet, Regional Director Sports and Events,**

*Incredibly insightful; changed my perspective on my career and personal life. Working at how people want to be treated, focus on their strengths not weakness. Positive and optimistic outlook. The program was a holistic, humanistic approach that benefitted from meeting regularly - not a one-day wonder. It was certainly the most effective program by far - 5 out of 5. **Clare Savage, National Field Manager, Retail Institute.***



I started out thinking that I wouldn't learn anything I didn't know already. But I was wrong. I've only just started. **Christine Moir, Library Manager, Te Kura.**

Everyone has more connections across the School. A deep sense of trust with Groups. I think more about others and their strengths. More self awareness. **Rebecca Taylor, Te Kura.**

Better across School communications. Working along side other Groups to share ideas. All on the same page. **Lyndsey Marmont, Curriculum Leader Special Education, Te Kura.**

It was a great course. A great way to bring the wider team together to reach common organisational goals...It stretches the boundaries so one has to think well beyond the norm. It provided more appreciation of why people react the way they do. **Sanjay Goyal, IRG Manager, Te Kura.**

Learning & Development Manager Comments

Before the Program they worked individually. Not as a team.

The behaviours we were seeing before the Program were pretty bad: lack of collaboration, lack of trust and respect for others, intolerance, not wanting to participate beyond their role as they saw it...

The changes have been amazing!

It's amazing the growth I've seen in people during the workshops. People are talking about the 'We'. They are saying, "We are all in this together. We all agree what we want and what we are here to do."

People wanting to work together, understanding each others' roles and what they can contribute.

We now have a group of people who can take Mike Hollings' vision forward and implement it.

**Jenn Swain,
L&D Manager
Te Kura.**



To hear the whole interview: virtual.co.nz/index.php/Products/LearningAndDevelopmentManager