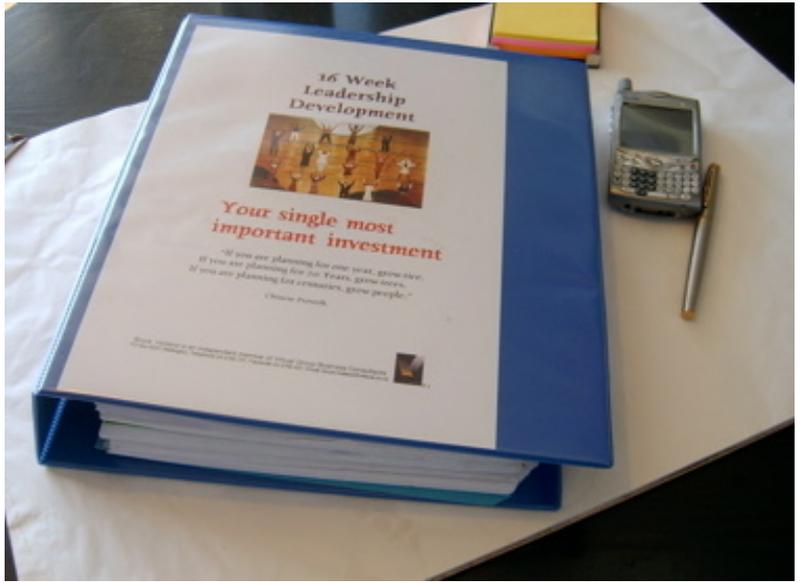


Leadership Development

The Correspondence School Te Kura ā-Tuhi

For all students to achieve their potential, our leaders must achieve theirs

Features

- The focus is on the organisation, relationships and getting people out of silos
- Appreciative Inquiry and making people big
- Modular design
- Modules matched to TCS needs analysis
- Peer-to-peer development
- Time to change habits
- 5 months for 6.5 days

Focus is on the organisation

Most leadership development programs focus only on strengthening individual leaders, the assumption is that if individual leaders become strong, so will the organisation. This program is focused firstly on the TCS and secondly on the individual. Its primary aim is to get people working together more effectively by getting them out of silos and building relationships through increased connections, depth and meaning within TCS. It focuses on the space 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 TCS.

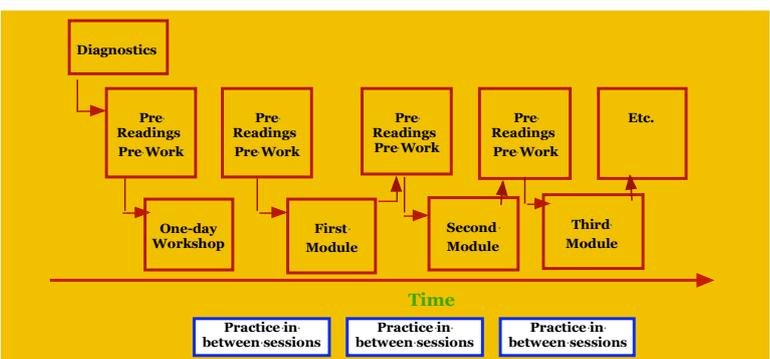
Appreciative Inquiry

The program focuses on strengths, not weaknesses and in the process ends up in a totally different space. It helps people find their genius then shows how they can put this to work for the benefit of TCS. Imagine the strength of teams where everyone is working on their genius. Imagine the power of TCS.

The program draws heavily on appreciative inquiry and positive psychology. The aim is to make each individual feel strong because big people look for the best in others and make them feel big too; while small people look for the weaknesses in others and make them feel small too.

Modular design

The chart below shows the structure of the program. TCS's program will include 14 modules (see the details later). The first workshop will be a full-day and include the first three modules; thereafter the remaining 11 modules will be



delivered in 11 half-day workshops two weeks apart. The whole programme will therefore run for about 5 months but only involve about 6.5 days of workshop time.



Before each module, pre-workshop readings will be issued and exercises undertaken so that the most effective use can be made of the workshop time in facilitation mode rather than teaching mode. Over the course of the training the readings, notes and practical exercises supplied by Virtual Group will grow into a highly valuable body of material for future reference. The period between modules are vital for learning as participants practicing concepts on real TCS issues.

Modules matched to TCS's needs analysis

Most of the competencies required by TCS are well matched to the 12 Modules Bruce Holland originally recommended to Mike Hollings, however the match is significantly better by adding two modules, these are Strategic Planning and Generating Innovation, making 14 modules overall.

It is important to understand that the program is about leadership, not management, therefore some Required Competencies like Risk taking, Business acumen, Prioritising and Decision-making and judgment only partly match, and a few other competencies in the Job Descriptions including Responsive to Maori, Senior education nous match either poorly or not at all. The options for these competencies are, to address them outside the Program or add modules to directly address them.

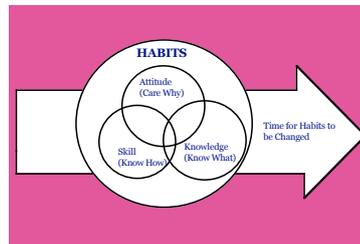
Peer-to-peer development

People learn best from peers who share the same daily struggles. The approach is to teach people how to ask each other questions that uncover deeper meaning and experience. Questions are one of the most important tools in leadership yet surprising few people are good at asking them. Peer-to-peer learning replaces the one-way flow of information (the pour-and-snore approach) with deep and meaningful conversations that build trust and connections, and helps people understand who knows what.

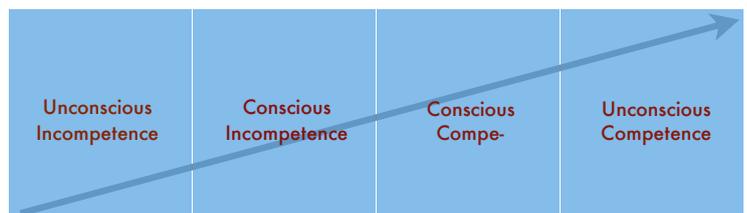


Time to change habits

One day workshops nearly always disappoint because they do not allow sufficient time for participants to practice, learn from each other and change life habits. Changing habits takes at least 4 months.



The aim is to move from unconscious incompetence to unconscious competence over time.



Management support

The success of the program is highly dependent upon senior management support. A member of SLT should be present at each workshop and Mike Hollings and his managers will need to be present for the Manage Your Manger workshop.

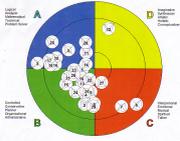


Measurement of success

The usual way of measuring the success of the Program is to get participants to write to their manager and to their direct reports advising them that they will be asked to give feedback at the end of the program on whether or not they have observed specified behaviour changes in the participant over the period. TCS may also want to link the Program to its 360-degree feedback or Culture survey.

The 14 recommended modules for TCS are listed below:

**Herrmann's
Thinking
Preferences**



**“It's like looking
at our organisation
under a microscope”**
Identified customer

Bruce Holland is an independent member of Virtual Group Business Consultants
PO Box 6521 Wellington, Telephone 04 230 707, Facsimile 04 230 427, Email bruce.holland@virtual.co.nz

Herrmann's Thinking Preferences

Herrmann shows that people think in fundamentally different ways and need to be approached differently.

Content includes
 Understand your strengths and play to them
 To communicate more effectively
 To do better presentations
 To build stronger teams.

Why this is important
 People are different, treat them the same and you will get luke-warm results. Treat them special and you'll get magic

**THE POWER OF THE
SUBCONSCIOUS MIND**



**Why it's Important to you
And how to access it**

BRUCE HOLLAND is the founder of VIRTUAL GROUP BUSINESS CONSULTANTS
PO Box 6521 Wellington, T 0800 707 04, 0300 427294, Email bruce.holland@virtual.co.nz, www.virtual.co.nz

The Power of the Subconscious Mind

The picture we hold in our subconscious mind drive our behaviours and success.

Content includes
 How the subconscious works
 The power of self-talk
 Accessing the power of the subconscious
 How to stop sabotaging ourselves.

Why this is important
 We will never be more successful than the picture we have of ourselves. This module shows how to make your pictures strong.

**Discover
Your
Genius Factor**



We all have a genius factor. Most of us don't know what it is, therefore we don't use it very often. When we understand it and use it more often we become multiples more effective. What is your Golden Buddha?

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Discover Your Genius Factor

When people understand and use their genius factor the sky is their limit.

Content includes
 Identify your genius factor
 Agree how to use it more effectively
 Help others see their genius.

Why this is important
 Probably the most important thing anyone can do is to identify and use their genius factor more often. The next most important thing is to help others see theirs.

Irresistible Leadership



What great leaders do
Drawing out strengths in others
Your greatest leadership accomplishment

Bruce Holland is an independent member of Virtual Group Business Consultants
PO Box 6521 Wellington, T 0800 4 VIRTUAL P 04 478 4112 Email: bruce.holland@virtual.co.nz www.virtual.co.nz

Irresistible Leadership

Today everyone needs to be a leader, not just the people at the top.

Content includes
 What irresistible leaders do
 Drawing out the strengths in others
 Your greatest leadership accomplishment.

Why this is important
 When we say leadership we mean the ability to get things done through other people. This will show that every person has already been a leader at some time in their life. It will show the surprisingly simple things that irresistible leaders do that makes such a difference.

The Power of Questions

or Peer-to-Peer Learning



Questions, not answers
 are the seeds of success.

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The Power of Questions & Peer-to-Peer Development

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

Content includes
 Discover your preferred questioning response
 Practice the use of asking powerful questions
 Understand how to learn from your peers at a far deeper level.

Why this is important
 This is one of the 20 "breakthrough ideas" in 2006 according to the HBR.

Managing Your Manager and how to work more successfully



Many people feel disempowered by their manager.
 Usually it's not because of what the boss does,
 but because people look at their boss
 in the wrong way...

Bruce Holland Virtual Group Business Consultants
PO Box 6521 Wellington T 0800 4 VIRTUAL P 04 478 4112 Email: bruce.holland@virtual.co.nz www.virtual.co.nz

Manage Your Manager

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

Content includes
 Understand your boss - what they are good at, what they hate, what pressures they face.
 Take control of your career, never again allow 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 give up control, become weak and the boss hates it too.

Confidence, Influence and Personal Power



How you can build a
more positive attitude

Bruce Holland Virtual Group Business Consultants
Phone 04 736 122 or 0800 434 664 www.virtual.co.nz

Confidence, Influence & Personal Power

Most people don't understand that confidence, influence and personal power are learned behaviour accessible to all of us.

Content includes

How to develop a positive attitude
Four ways to enhance your success
Seven laws of personal growth
How to be more powerful.

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.

Systems Thinking



seeing the big picture, the
connections and the real
problems

"Most of us are ill-equipped to see the whole picture. Our education and careers have encouraged us to see problems as further more our departmental, silo-like organisational structures make it almost impossible to take other than local, parochial actions."

Bruce Holland is an independent member of Virtual Group Business Consultants
PO Box 6521 Wellington T 0473 1222 F 04 736 434 Email Bruce.Holland@Virtual.co.nz www.virtual.co.nz

Systems Thinking

Emergence and the power of small rules

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

Content includes

Systems thinking
Tools to see connections
Eight laws of living systems
Emergence and the sweet spot for doing business.

Why this is important

Without systems thinking managers are constantly 'fixing' symptoms, biases and limited perspectives.

Cooperation Collaboration & Connections



Relationships &
Strategic Partnerships

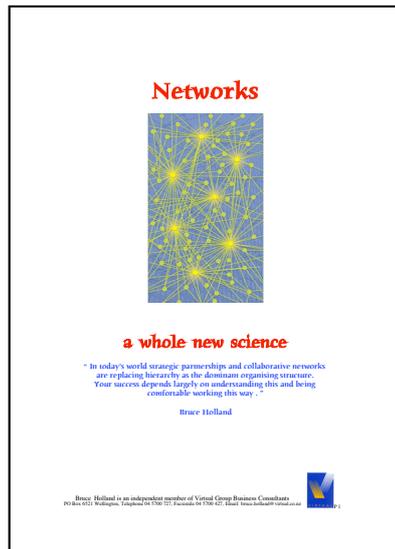
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Cooperation, Collaboration & Connections

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

Content includes

The golden rules of relationships
Develop a more positive attitude
How to develop cooperation and collaboration
Four ways to enhance your success.

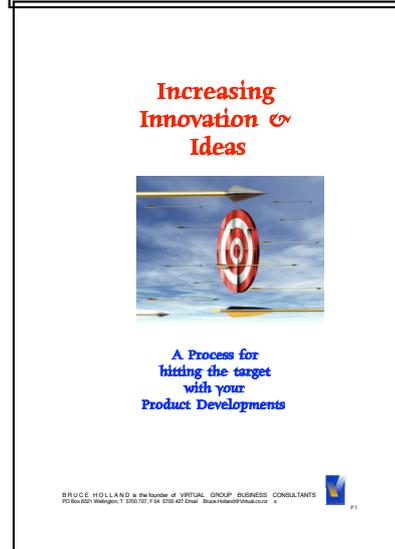


Networks

Your networks are vital to your success but until recently 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.
 Systematise your networks
 Your plan to 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.

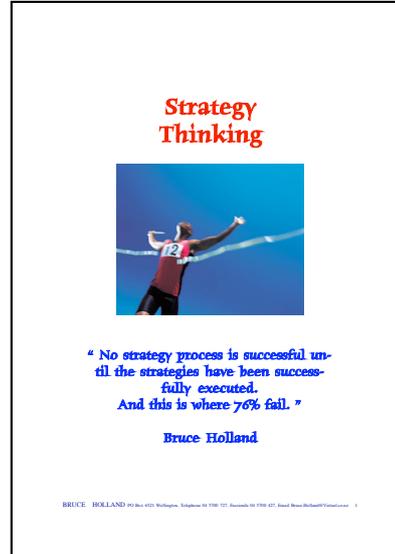


Increasing Innovation & Ideas

Organisations are starting to realise that they sink or swim based on their innovation. This is a process for hitting your innovation targets and product developments.

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.



Strategic Thinking

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

Content includes
 How to do it
 Key models
 Value proposition
 Execution.

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

**The Importance
of Trust**



**how to become a
Trusted Advisor**

**Are you ready
to build stronger
more trusting relationships
with your clients?**

Bruce Holland is an independent member of Virtual Group Business Consultants
PO Box 6521 Wellington, Telephone 04 750 7221 Fax 04 750 4071 Email bruce.holland@virtual.co.nz

The Importance of Trust & How to Become a Trusted Advisor

**How to build stronger more trusting
relationships with your clients**

Content includes

- Components of trust
- Attributes of trusted advisors
- What customers want in customer service
- The seven laws of 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.

**Your Personal
Power Program**



**Putting it all together
for a positive future**

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PO Box 6521 Wellington, Telephone 04 750 7221 Fax 04 750 4071 Email bruce.holland@virtual.co.nz

Your Personal Power Program

Execution. Execution. Execution

Content includes

- Your life purpose
- Your central beliefs
- Your 10 year priorities
- Your 6 month commitments.

Why this is important

99% of people on development courses make absolutely no permanent changes as a result. This is the accountability part of the program that continues for 3 months after it ends. It will put you ahead of 99% of your peers.

OTHER DETAILS

Distribution of material

TCS will nominate a person for photocopying pre-reading material, pre-work-material and agendas for each module supplied by B Holland in soft copy. The hard copy of this material will be distributed to participants for the next module at the end of each module. I also strongly recommend that this person prepares a folder for each person so the material supplied during the programme can be managed and easily accessed. This material will build into a highly valuable resource and my experience is that it is used even more often and kept for longer if the material is well presented and looks professional.

Recommended venue

The venue, preferably off-site, needs to be large enough to seat up to 25 people in a circle with chairs (no tables) and four break out areas at each corner of the room. The Archives definitely have a room that would suit.

Participants

About 20 participants per Program. There will be two and possibly three Programs depending on the decision about senior teachers. Jennifer Swain has the list of participants.

Client management

TCS will want to appoint a Steering Committee or a Manager of the Program. Bruce Holland will have regular bimonthly meetings with the appointee(s) to ensure that the programme is on-track and appropriate feedback is obtained.

Flexibility

One of the advantages of modular learning is the ability to be flexible. The programme may be modified with the agreement of Jennifer Swain and Bruce Holland. Staggering Group 2 after Group 1 will facilitate learning and improvement. Timing will be held as firm as possible but may be changed with the agreement of both parties.

Certificates

At the end of the Programme each participant you nominate will be presented with a Certificate of Achievement from Virtual Group signed by me and someone senior in TCS (Mike?). Some clients like to have these framed and this is recommended usually at an extra cost of about \$15 per person, other clients also like to present participants with an appropriate book as a symbol of the learning (this is optional and your decision but I am happy to assist).

Investment

The investment including preparation of pre-work reading, design of the modules, facilitation of the modules and management of the learning process will be \$2,500 per Module per Group plus GST and any out-of-pocket expenses (none expected other than Herrmann International costs of \$175 per person).

You should therefore budget about \$38,500 per Program assuming 20 participants.

Diagnostics and set-up will be charged at \$225 per hour as agreed.

Invoices will be sent at the end of the month for work completed during the month and are due the 20th of the following month.

If the Programme is cancelled for any reason other than non-performance a 50% cancellation fee will be charged.

All work is fully guaranteed; if the client does not feel they have received sufficient value for money they are invited to pay only what they feel they received.

Recommended Timetable

Workshop	Group 1	Group 2
WORKSHOP #1 Full day Includes Herrmann's Thinking Preferences, The Power of the Subconscious and Discover Your Genius factor	9.00 - 5.00 10/6/2008	9.00 - 5.00 26/6/2008
WORKSHOP # 2 Half day Includes Irresistible Leadership	9.00 - 1.00 24/6/2008	9.00 - 1.00 10/7/2008
WORKSHOP # 3 Half day Includes The Power of Questions	9.00 - 1.00 8/7/2008	9.00 - 1.00 24/7/2008
WORKSHOP # 4 Half day Includes Managing Your Manager. Mike Hollings and other senior managers required	9.00 - 1.00 22/7/2008	9.00 - 1.00 7/8/2008
WORKSHOP # 5 Half day Includes Confidence, Influence and Personal Power	9.00 - 1.00 5/8/2008	9.00 - 1.00 21/8/2008
WORKSHOP # 6 Half day Includes Systems Thinking	9.00 - 1.00 19/8/2008	9.00 - 1.00 4/9/2008
WORKSHOP # 7 Half day Includes Cooperation, Collaboration & Connections	9.00 - 1.00 2/9/2008	9.00 - 1.00 18/9/2008
WORKSHOP # 8 Half day Includes Networks	9.00 - 1.00 16/9/2008	9.00 - 1.00 2/10/2008
WORKSHOP # 9 Half day Includes Increasing Innovation & Ideas	9.00 - 1.00 30/9/2008	9.00 1.00 16/10/2008
WORKSHOP # 10 Half day Includes Strategic Thinking	9.00 - 1.00 14/9/2008	9.00 - 1.00 30/10/2008
WORKSHOP # 11 Half day Includes The Importance of Trust	9.00 - 1.00 28/9/2008	9.00 - 1.00 13/11/2008
WORKSHOP # 12 Half day Includes Your Personal Power Program	9.00 - 1.00 11/11/2008	9.00 - 1.00 27/11/200

Client comments

Leadership Development Program

- My Comment to some one else who was considering using Virtual for something similar would be: Take the risk - **it may turn out to be the best thing you have ever done**. Two indicators that a trainer is committed to their material is their preparedness for the session and whether they have taken the time and trouble to collate hand-outs and other material for the "class" to read at a later date. You were always well-prepared, had hand-outs and readings available so that your message could be reinforced after the session had concluded. As you know I found a lot of the course very useful. Heather Tavassoli, Manager, Employment Court, 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. Virtual met my expectations certainly. I found the Herrman Thinking preferences to be an interesting view. It was communicated well by Bruce and supported by **good interactive sessions**. Harry Johnson, National Manager, Environment 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.
- 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 to be required for a leader ... **The course absolutely delivered on a 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, Statistics New Zealand.
- I feel that the course allowed me to take a step back and think in depth about some of the issues behind my leadership style. 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.
- Thanks for all your hard work and energy, I think it has made **a big difference for the management team and to me** on a personal level. Rachael Milicich, Statistics New Zealand.
- **Great course**. Good mix background material /reading and interactive sessions. Some material challenged norms. Useful suite reference material built up for ongoing use. Andrea Blackurn, Statistics NZ.
- **Excellent reading/prework** material and usually good reference to this material during sessions. **Well facilitated** allowing for staff to understand some of their own journey and with each other giving good development opportunities. I certainly encourage participation in this training as an individual and team development process. Taking all factors into account I would rate the project overall as **one of the best** I've been to; thoroughly enjoyed the entire course. Ross Barber, Manager, Epuni Centre, Department of Child, Youth and Family.
- 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 am a bit biased. 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 Service, Manager Central.*
- Appreciated receiving pre-course work/readings well before the next session. **Fantastic readings**. Thought Bruce was a great facilitator and was able to engage everyone. Overall **enjoyed every module**. The course gave Lower Hutt staff an opportunity for everyone to get to know each other better and an opportunity to discuss strategies. *Mahinarangi Gilbert, CYF*
- The Herrmann profiling spoke volumes to me. The training modulus system, course readings and presentation was **very useful and effective** for me personally and professionally. The Hutt group is the biggest group in the greater Wellington region and having us together on a regular basis was **very productive collegial support-wise**. Taking all factors into account this was one of the best developments I have been to. *Lo'i Vole, CYF, Central.*
- **Interesting, insightful and useful** information, very well presented-enjoyed every last bit. It affirmed existing knowledge and was a good reminder. Site supervisors are **now more open and tolerant** of each other and beginning to work as a unit (still work in progress). Good interactive delivery. One of the best I've been to. *Cathy Christian, CYF, Central.*

Client comments

Leadership Development Program

- Reading is were very good, informative and **thought-provoking**. Delivery of course material was well received, good delivery. Informative thought-provoking, self challenging sessions . Overall much enjoyed. *Talafulu Laga, CYF, Central.*
- The **pre-readings are great**, I will continue to use them in the future. It has been very useful being able to recognize the profile of team members and this has generated discussion that has been very useful. *Anna Anty, CYF Central.*
- Really enjoyed the readings; useful learnings, related well to the overall course and workplace. **We now have a tighter management group, well-connected**. Should be a flow on affect with teams at the office. Overall one of the best I've been to. *Michael Murphy.*
- **Excellent facilitator**. Readings very useful and helpful to learning. Course provided self-growth and development and reflection as to where I fit in the position. **I liked the digging deep** for the pearls and a personal challenge. Overall **one of the best** I've been to. *Elizabeth Brown, CYF, Central.*
- I enjoyed the development/prework/readings; they were interesting and informative without being too time consuming. **Bruce was a pleasure to work with, relaxed, supportive and at times challenging**. *Andrew Little, CYF, Central.*
- I have **truly enjoyed** the opportunity this course has presented including meeting with peers within the region, having some of my beliefs, thoughts and practices affirmed and **having fun** . Thank you Bruce. *Tui Denny, CYF, Central.*
- You are an **awesome training facilitator** and person. Facilitation was stimulating, lively and challenging - it made it easy to reflect and share. I think our supervisors were very lucky to have this training and not some leadership training that only touched the surface-it was the digging deep that made it really special. 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, CYF, Central.*
- **Most useful training we have had** for a long time. Great reading which I will refer to again. Francis Farmer, CYF, Regional Manager, Western.
- 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 re-sources**. Jan Johns CYF, Western.
- Good concept indeed and a style of presentation that works to **bring people together**. Ray Wiley, CYF, Western.
- I found the programme **very interesting and energising**, covering a wide range of material. Bruce is a great facilitator, sharing some of his own experiences, but ensuring the bulk of the work happens in the group. Highly recommended as participants are guided to **discover their own abilities and potential in order to become the best they can be**. Patricia Chivers, CYF, Western.
- The course has been great and applicable in all areas of our lives. Bruce has an unassuming and humble nature, facilitating growth with care. **Go for it**. Be open to growth and watch your journey open up before you. Diane Attwell, CYF, Western.
- Programme was **very though provoking**, because it made me look at my inner self at times. Hard at times to do the pre-work, but necessary o get the full benefit from the workshops. I found the whole programme very worthwhile. Facilitation - excellent! Denise Loveridge, CYF, Western.
- Good flow of topics and always relatable across work and home lives. I really like Bruce's style - creates a 'safe' group. Julie Dixon, CYF, Western.
- **Awesome course ... Needs to be promoted**. Different line of thinking. Challenging. Toka Walden. CYF, Western.
- **Absolutely riveting - enjoyed every module**. Course really affirming. very good delivery of programme. I have really enjoyed this programme and you are a skilled and talented presenter. Julie Marinovich. CYF, Western