



IN-HOUSE FOR YOUR LEADERSHIP TEAM

# LEADERSHIP DEVELOPMENT

Three levels, four focus areas, one goal: leadership that works on an ordinary day.

# LEADERSHIP DEVELOPMENT

## WHAT HAPPENS BETWEEN THE WORKSHOPS IS WHAT DECIDES

Here is what I see over and over. An organization sends its leaders to a two-day seminar, everyone likes it, and three weeks later daily business has taken over. Whatever happened in the seminar is long forgotten. That is rarely the seminar's fault. New leadership behavior needs steady, repeated input before it turns into a habit.

So leadership development with me runs over months and in stages. Between the workshops your leaders try out what they worked on, they talk the experience through in small groups, and they keep working with material that builds on the subject.

In the workshops I work on three levels. Cognitive, with knowledge and models. Physical, through exercises where people feel what a conversation with them does to the other side. Emotional, through the experience every leader walks in with.



- **Length:** a few weeks up to six months, depending on the level
- **Scope:** workable in-house from ten participants up; larger leadership teams I split into workshop groups
- **Location:** workshops on site with you, kick-off and community calls online via MS Teams or Zoom
- **Language:** English or German



# THE BUILDING BLOCKS

## WHAT A DEVELOPMENT PROGRAM WITH ME IS MADE OF

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Which building blocks come into play depends on the level. Sequence and dosage we agree in advance.

### LEADERSHIP BASELINE AT THE START

Every participant first looks at their own starting point: where do I stand as a leader, what comes easily, what have I been stuck on for years. This stocktake is part of every level, because without it everything that follows is a program without an addressee.

### KICK-OFF FOR EVERYONE TOGETHER

Before the start all participants come together on a call via MS Teams or Zoom. You and I present the goal, the structure, the sequence, and the individual elements of the program. After that every leader knows what is coming and what is expected of them.

### KEYNOTE INPUT

A talk of 60 or 90 minutes puts one particular aspect of leadership in the spotlight. Participants get the information and an impulse to hold their own leadership behavior up against it.

### WORKSHOPS

A full day at a time, in person on site with you. This is where participants learn and practice leadership tools, in small-group exercises, in role plays, in plenary discussion, and in stretches of self-reflection. We work on their own cases, and by the end of the day every leader has added something to their toolkit that they can use immediately.

### SELF-REFLECTION BETWEEN SESSIONS

Between the sessions participants look at their own leadership behavior and at the effect they have on the people they lead. Whoever knows their own effect can change it. That is exactly where the questions I hand out are aimed.

### PEER GROUPS

Small, fixed groups meet between the sessions and work with structured peer case consultation. Whoever brings a case gets the view of four or five colleagues on a situation they have been turning over alone for weeks. The method stays in the leadership team long after the program has ended.

### LEARNING PLATFORM AND MATERIAL

Videos, articles, and podcasts go deeper on each subject, along with reminders and an overview of each participant's own progress.

### COMMUNITY CALLS

Open sessions for all participants, across team and department lines. This is where the conversation about leadership happens that daily business rarely allows, and where individual leaders turn into a group that shares the responsibility for leadership. Along the way people meet colleagues they otherwise only see on a distribution list.

### CLOSING AND REVIEW

At the end every leader looks back at their own development, and we record what stays in daily practice. On request I report the picture from the group to you, without revealing what any individual brought in.

# THREE LEVELS

## AS MUCH DEVELOPMENT AS YOUR SITUATION NEEDS

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All three levels run in-house, with your own leaders, in English or in German. You choose the focus area from the four on the following pages.

### ENTRY

A few weeks · one keynote input and one workshop day

For organizations working on leadership together for the first time, or for a tight budget year.

- Leadership baseline for every participant
- One keynote input on the chosen focus area
- One workshop day
- Self-reflection before, between, and after the sessions
- Closing session with a look at daily practice

### PROGRAM

Three to four months · two keynote inputs and two workshop days · around 20 to 25 hours per person

The level most clients book. Entry, plus these elements:

- A second keynote input and a second workshop day
- Peer groups with structured case consultation
- Community calls for the whole leadership team
- Learning platform with videos, articles, and podcasts

### INTENSIVE

Six months · three keynote inputs and three workshop days · around 30 to 35 hours per person

For organizations that want to develop their leaders intensively over a longer stretch. Program, plus these elements:

- A third keynote input and a third workshop day
- DiSC profile for every leader, debriefed in the workshop
- Work on the leadership culture and the unwritten rules that govern it
- Closing session with the entire leadership team

## FOUR FOCUS AREAS

### DEPENDING ON WHERE YOUR LEADERS STAND

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Which focus area fits depends on how much experience your leaders have and on whom they lead. Every focus area can be run at every level.

- **New to Leadership.** For people who have just become leaders or will in the next few months. The change of role is at the center, especially where someone takes over the team they were part of.
- **Unleash Your Leadership.** For leaders who lead people and have done it well on instinct so far. They build the craft to go with it, from running a conversation to deciding under pressure.
- **Full Leadership Ahead.** For experienced leaders who lead other leaders. This is about their own effect across the leadership team, about conflict between departments, and about leading through change.
- **The Leader as Coach.** For leaders who want to direct less and develop more, so their team works with more independence.

In most organizations leaders at every stage sit around the same table, from the newly promoted team lead to the department head with fifteen years behind them. Developing them together still works. Everyone starts with the same kick-off and meets again in the community calls as one leadership team. Keynote inputs and workshops, on the other hand, run in groups put together by experience and level, so that each group works on what moves it forward right now. From the content on the following pages we put together whatever fits your workshop days at your chosen level.



# THE FOCUS AREAS IN DETAIL

## NEW TO LEADERSHIP · UNLEASH YOUR LEADERSHIP

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### NEW TO LEADERSHIP

For people who have just moved into a leadership role or are about to.

#### WHO IT IS FOR

Especially useful when somebody takes over the team they were part of and turns from a member of the team into its leader.

#### GOAL

Fill the new role without still trying to be the best specialist on the team, and reorder the relationships in the team without anyone losing face.

The change of role brings tensions with it that nobody names in advance. Yesterday you were at lunch with your colleagues, today you are responsible for their appraisals and their targets. That is exactly what we work on, the role and the relationships that shift with it.

#### ROLE AND RESPONSIBILITY

- Take on the new role and get clear on what it carries
- Draw the line to the role you held before
- Sort out the expectations coming from above, below, and outside
- Find your own way of leading and be able to explain it

#### COMMUNICATION AND SELF-ORGANIZATION

- Communicate clearly in daily leadership
- Delegate work and hand over the authority with it
- Give feedback and take it
- Lead yourself, manage your time, and hold your boundaries

### UNLEASH YOUR LEADERSHIP

For experienced leaders who have never had formal leadership development.

#### WHO IT IS FOR

They have led people for years and have done it well on instinct. Now they want the foundation and the toolkit to go with it.

#### GOAL

Sharpen your understanding of the role, get clear on your own stance, and communicate so that decisions get carried.

Many experienced leaders never learned why their way of leading lands with some people and rubs others the wrong way. As soon as the pressure rises, the ground goes out from under them. This focus area builds it.

#### ROLE, COMMUNICATION, FEEDBACK

- Sharpen your own understanding of leadership
- Communicate so the message actually arrives
- Anchor feedback in daily practice
- Recognize your own patterns in how you lead

#### DECIDING AND SELF-EFFICACY

- Decide even when the data is thin
- Strengthen your sense of your own effectiveness
- Lead yourself and build your resilience
- Prepare and run the difficult conversations

# THE FOCUS AREAS IN DETAIL

## FULL LEADERSHIP AHEAD · THE LEADER AS COACH

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### FULL LEADERSHIP AHEAD

For experienced leaders of leaders.

#### WHO IT IS FOR

They run an area, they lead other leaders, and their effect reaches well beyond their own team.

#### GOAL

Understand and change the effect you have across the organization, clear conflict earlier, and lead change in your own area.

At this level it is rarely knowledge that is missing. What is missing is honest feedback on how your leadership actually lands in the organization. That is what participants get here, from me and from the group.

#### EFFECT AND CONFLICT

- Recognize the effect you have across the leadership team
- Spot conflict early and clear it
- Speak plainly without anyone losing face
- Work with resistance

#### CHANGE AND CULTURE

- Lead through change when the change hits you too
- Recognize and change the unwritten rules in your own area
- Stand behind decisions other people made
- Know your own limit and hold it

### THE LEADER AS COACH

For leaders who want to put developing people at the center of the role.

#### WHO IT IS FOR

They want their team to work with more independence and are ready to widen the role for it, from problem solver to guide.

#### GOAL

Lead people so they find the solution themselves and then carry it, while staying clear about when coaching fits and when a decision is needed.

The most common worry here is: if all I do is ask questions, everything takes longer. At the start it does take longer, and after that it saves time every single week, because fewer questions come back.

#### STANCE AND QUESTIONS

- Take a coaching stance into daily leadership
- Ask the questions that move things forward
- Listen without solving it immediately
- Draw the line between leading and coaching

#### TOOLS AND PRACTICE

- Learn and practice conversation tools for daily use
- Run development conversations
- Resolve the role conflict between leading and guiding
- Practice on your own cases in a case workshop

# WHAT CHANGES

## FOR YOUR ORGANIZATION AND FOR THE PARTICIPANTS

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At the start we define the goals of the leadership development together and tune them to what your organization needs. From the programs I have run so far, clients report these results afterward.

### WHAT ORGANIZATIONS REPORT

- Our leadership team speaks one language, instead of every area interpreting leadership its own way.
- One-on-ones and feedback happen regularly here, not only at the end of the year.
- Conflicts get cleared at the level where they start, instead of landing on the executive desk.
- Our meetings end with clear agreements, and the agreements hold.
- Our leaders ask colleagues from other areas for advice, and they keep doing it after the program ends.
- Good people stay, because leadership has changed in daily practice.

### WHAT PARTICIPANTS REPORT

- I go into one-on-ones with more confidence and I prepare them properly.
- I give feedback without the other person shutting down.
- I run our team meetings so that at the end it is clear who does what.
- I take on conflict in my team instead of waiting for it to sort itself out.
- I read the people on my team better and I treat each of them differently.
- I develop my people so they work more independently and take on more.
- I go home in the evening feeling that I moved something.

For you as an organization this pays off in hard numbers too. Leaders who hold the conversations, give the feedback, and clear conflict early keep their teams able to work. That is felt exactly where turnover and sick days have their origin.

## WHAT YOU CAN ADD

### EXTRAS THAT FIT ANY LEVEL

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These building blocks can be added individually and give your development program more depth.

- **One-on-one coaching** for individual leaders as needed, alongside the program or afterward.
- **360-degree feedback** as an evaluation of an individual leader's capability. Particularly useful where the self-image and the outside view do not match, and where you want to identify individual development needs precisely.
- **DiSC profile.** It looks at a leader's behavioral preference and makes their communication and leadership patterns visible. It helps build a sharper sense of your own effect as a leader and makes communication and collaboration with your people work better. Already included at the Intensive level.
- **LINC Personality Profiler.** Built on the BIG FIVE, the five-factor model of personality psychology that is the international standard. Openness, conscientiousness, extraversion, agreeableness, and emotional stability are each broken down into six facets and rounded out with motives and competencies. The result is a full report, which we work through in the workshop.
- **Additional keynote inputs or workshop days** where you want to go deeper on a particular subject.

My principle stays the same: as little as possible and as much as necessary. I will tell you plainly when a building block adds nothing from where I sit.



## ABOUT ME

### I DEVELOP LEADERS BECAUSE I HAVE BEEN ONE

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Before I went out on my own, I spent years leading teams myself, most recently as Director of Human Resources for Europe, the Middle East and Africa at Wacom, and before that in international roles at METRO Cash & Carry. I know what it is like to lead a team through a reorganization while nobody has told you yet how it ends for you.

I founded Energy through Development in 2011, now in its sixteenth year. Since then I have run more than 100 change and development projects across midsize companies, industry, and the public sector, and trained and developed more than 3,000 leaders. My clients are owners, executives, and the people who run HR.

Curiosity has left me with a long list of credentials: a degree in business administration, an M.A. in mediation from European University Viadrina, systemic business teaching coach, Organizational Development Professional from Trigon, LEGO® SERIOUS PLAY® facilitator. The full list is on my website. What actually carries the work is practice. I work systemically, in English and in German, on site and online.

I have sat on both sides of the table, as a leader and as the HR director buying the consulting. That is why I know what you will measure me on. What you get is a sparring partner who says the thing everyone in the room can see and nobody has said yet.



#### THE FIRST STEP

It starts with a conversation in which we get to know each other. I want to understand what your leaders are running into, which development work has already been done in recent years, and which development goals are the most urgent for you right now. Out of that we tailor the program that fits your organization.

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#### COMPANIES I WORK WITH

Siempelkamp · City of Korschenbroich · Westfälische Verkehrsgesellschaft · CEVA Logistics · Yusen Logistics · Sievert

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