



PHAROS EFFECTIVE MANAGEMENT

PROGRAMME OVERVIEW

Effective Management is for those who are just starting to manage teams of people, or have been doing so for some time but are evidencing difficulty in combining the duties of daily workload with managing others.

Managers who have experienced Pharos Leadership Development Programmes are equipped with the tools and methodologies that help them evaluate situations and decisions by learning from experience and by understanding their own driving values and those of others involved. This greater awareness helps them to create a culture where communication, focus and commitment lead to excellence.

Effective Management is delivered in 6 one to one sessions over a 3 to 4 month period. It is designed around established coaching practice with coach and coachee working together in total confidence. Working in this manner has been shown to create lasting & long-term improvement in Leadership capability rather than the short-lived changes that intensive courses typically manage.

If three or more managers of similar seniority are undertaking the course then they will be encouraged to work together between sessions and will have the option of two group sessions. This element of group coaching helps to reinforce the learning without compromising confidentiality.

The program is delivered over 6 sessions. It is one-to one and everything discussed in the sessions remains **totally confidential** between the coach and the coachee(s). Depending upon the programme there may be 2 sessions which will involve a group of between 3 and 6 colleagues

Each session will last for about three hours and whilst there are clearly- defined outcomes for these sessions they will reflect the issues of your industry and will take into account the coachee's specific requirements The way that each session is handled will vary according to the input received and we may also change the order of the sessions if we identify a particularly pressing issue.

The Programme includes the Pharos MIND FILTERS diagnostic and a 360 degree analysis.

The sessions are held at the coachee's place of work. A private room (not the coachee's office) is required.

There is a gap of 2 to 3 weeks between each session. In between the coachee will be expected to prepare for the next session and will also start to put into practise the learning of the preceding session.

THE SESSIONS

Session 1

In advance of the first session the coachee and an appropriate senior will independently complete an assessment. This will highlight for the coachee areas where improvement is needed and will also highlight for the coach's benefit areas where there is a difference of opinion between the manager and senior.

The first session starts with a general overview of the ground rules, confidentiality etc. This leads to a discussion of the coachee's expectations and outcomes, which are then compiled into the SECURE format so that progress can be monitored. We then move to discuss the DRIVING VALUES that the coachee employs in daily working life. We explore how these impact upon decision-making in the organisation.

Session 2

This starts, as with all sessions, with a review for progress to date. Values are re-visited and we introduce the SINGLE/DOUBLE LEARNING LOOP, a vital tool to help people understand their tendency to repeat the past regardless of the outcome. This is followed by an introduction to COMFORT ZONES and further evidence of our tendency to use only those values that we are most familiar with. The session will close with an introduction to LIMITING BELIEFS

Session 3

Here we review the coachee's MIND FILTERS and work to establish the relationship between the values and the prime influences that affect decision-making. We highlight any variances between NATURAL and ADAPTED styles.

Session 4

Begins with more work on SINGLE/DOUBLE LEARNING LOOPS. We then move on to TIME MANAGEMENT and GOAL SETTING and PRIORITISATION. Delegation and team building are discussed.

Following this session the coachee and a number of seniors and direct reports will complete a 360 analysis, similar to the appraisal completed before the first session.

Session 5

We work through the 360 feedback and discuss areas where the coachee chooses to make changes.

We then concentrate on how we contribute to SUCCESS and SETBACK. We demonstrate how the values we choose to utilise affect the decisions we make and we work through a number of the coachee's recent experiences to help them understand this. This session also encourages involving others with decision-making

Session 6

We are looking at RESPONSIBILITY. How the coachee accepts responsibility for actions taken. We lead from this to COMMITMENT. This final session brings all the learning round in a full circle and clarifies how the lessons learned can continue to be applied in a self-sustaining manner for business and private life.