



The Guts of Leadership

Think bigger, go further

Imagine this if you can....

- *You have the flexibility and deftness of thought and action required to finesse your organisation through any crisis or transition.*
- *You are able to inspire, motivate and guide others, even those with whom you don't see eye-to-eye.*
- *You can muster 'courage in the first instance, not the last'; you deal with challenging situations or people as they arise.*
- *You think and act more strategically and can involve others in your 'big picture'.*

The truest measure of your leadership is in 'what is created' under your watch; in your team, your organisation, your community and in the world at large.

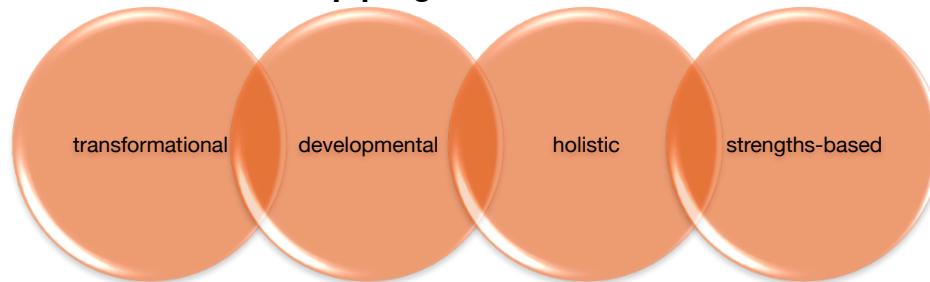
Leading people is neither simple nor linear in nature. It requires ongoing commitment, reflection, and investment of time, energy and money. Leadership is multi-disciplinary; it involves a breadth and depth of individual capability that none of us acquires innately. Developing leadership capability is an act of will.

The range of capabilities often ascribed to good leadership includes things like good communication, empathy, self-knowledge and visionary action. The old adage that you can't teach an old dog new tricks doesn't apply. Research in the area of emotional intelligence does indicate that these capabilities are both recognisable and learnable. However, genuine interest and hard work are required, as leadership development requires people to invest themselves personally in their acquisition.

The Guts of Leadership is about getting to the inner workings of who you are as a person, and transforming your efforts so that you achieve the results and outcomes you are looking for from your people.

"Leadership is not about having answers, but about being connected to our own potency." Participant, Waitakere City Council

The Guts of Leadership programme is



Transformational

The sense of dissatisfaction that arises from many learning programmes related to communication, leadership or culture often occurs because there is little or no significant or long-lasting behaviour change after the learning event. For these skills, transformational learning methods are most often best applied.

While transactional learning focuses on providing the learner with a new 'toolkit', transformational learning focuses on developing the user of the tools. The aim of transformational learning processes is to improve the competency of the learner by working at a deeper level: beliefs and values, underlying assumptions and ingrained habits. **The Guts of Leadership** employs action methods, which uncover the unconscious feeling and value-based reactions that stop us from performing as well as we would wish in our work. Such an interactive and action-based approach causes us to be 'conscious' and 'awake' during the learning process. It also presents opportunities to actually rehearse the thing to be learned and for real-time coaching to ensue.

Developmental

We know that attitude and behaviour change happens over time. As Emotional Intelligence guru Daniel Goleman, states, "*A brief seminar won't help, and it can't be learned through a how-to manual.*" **The Guts of Leadership** programme applies a feedback model and is carried out over a number of sessions so that you get to try out new things, go back and practise them at work and then reflect and fine tune at the subsequent sessions. Ongoing coaching and leadership clinics are available to assist leaders to fine tune and extend their learning further.

Holistic

In every minute of every day, we are thinking, feeling and behaving. Neither the head, the heart nor the hand operate independently of each other. When learning something new, it is vital that all three of these are engaged in the learning process; also that what is learnt is learnt by all three simultaneously. **The Guts of Leadership** uses a human technology that has, inbuilt, the capacity to engage the whole of us. Through the process we uncover connections and interrelations between our thinking, feeling and behaving.

Strengths-based

We can categorise a leader's behaviour in three ways: as good and useful; over-developed in some area; or under-developed in some way. It is best to focus initially on what is good. When people become aware of what works well, their self-esteem is enhanced and other problematic areas of their life become easier for them to manage. So there is a focus on the health first. Far too many learning experiences in our culture focus on deficits, gaps or weaknesses. **The Guts of Leadership** applies a methodology which is inherently strengths-based, as we can best learn something new from what we currently do well.

Who is this programme for?

The Quantum Shift **Guts of Leadership** programme is for practising leaders:

- with at least one year experience in leading people
- who have a grasp of basic management principles
- who are looking to further develop identified aspects of their leadership capability.

This programme is for those leaders who really do know what it is they want to achieve, and who are strongly motivated to turn their knowledge of leadership into the act of leadership. It requires energy, commitment and active participation in order to gain the most out of it. If you are ready, willing and able to make the difference, you will benefit from this programme.

The inter-related components of the programme

The Quantum Shift **Guts of Leadership** programme applies a transformational learning process which grows your practice in three key domains.

Me as a Leader

- Why do I do what I do?
- How does what I do contribute to the outcomes I get?
- What opportunities are there for me to develop something different?

Relationships

- How do I foster good and robust workplace relationships?
- How can I grow my ability to influence, motivate and inspire others?

My World

- What 'ripple effects' do my actions create?
- How can I become more strategic?
- How can I maximise my impact on the wider organisation?

What is the programme comprised of?

360° feedback

This is administered at the outset of the programme by our partners, JRA Ltd. They are renowned specialists in the delivery of 360° feedback.

One-to-one coaching

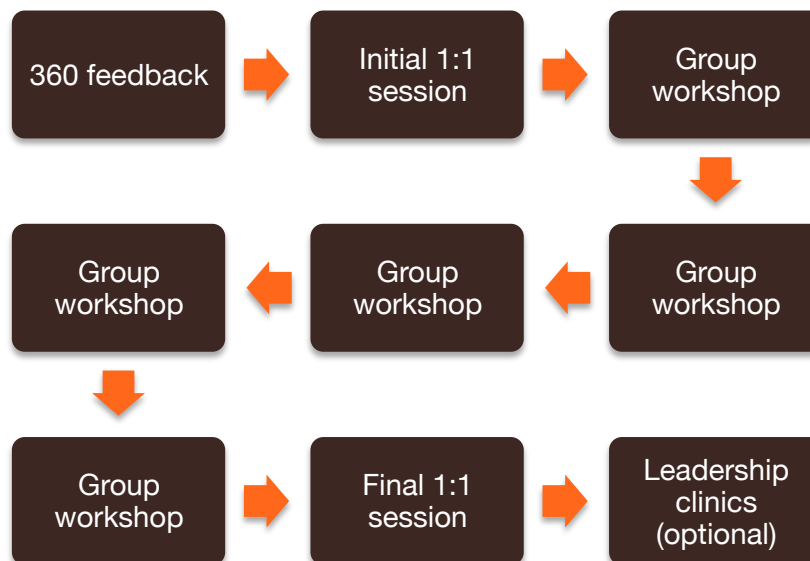
The programme begins with a one-hour session, which is used to familiarise you with the programme and assist you to set some goals. There is another hour-and-a-half session at the completion of the programme to assist you to integrate what you have learnt.

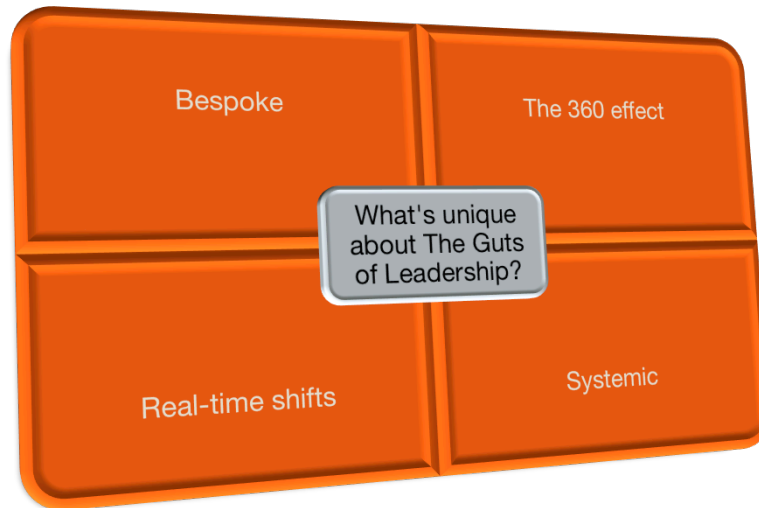
Group workshops

There are five days of interactive workshops which guide you to focus on specific and real-life challenges from your day-to-day work. These are spaced out at approximately monthly intervals. You will be encouraged to apply your new learnings in your workplace; then to build on and fine tune these at each subsequent session.

Leadership clinics

Open group-based clinics are available approximately every three or four months for those leaders who wish to continue their development after the programme is complete. Details of cost and dates can be provided upon request.





There are plenty of leadership development opportunities out there, why is this different?

- **The Guts of Leadership** is highly personalised. The content of the 1:1 coaching and group workshops is YOU. You will be encouraged to bring your real-life day-to-day experiences to the fore. They form the basis of what you need to learn. This is not a 'chalk and talk' or templated training programme. The answers you seek come from within you and from your cohorts.
- **The Guts of Leadership** gives you bigger picture of yourself: the 360° effect. The nature of the programme uncovers your blind spots and provides you constant opportunity to reflect on yourself and your work in a controlled environment.
- **The Guts of Leadership** uses a unique human technology which effects real-time change. It is highly experiential, with built-in reflection and integration processes, so that what you learn takes immediate effect. The shifts in you occur in the moment, so that when you go back to work, you are already thinking differently, feeling differently, behaving differently.
- **The Guts of Leadership** is systemic. Underpinning the approach is the maxim that 'everything is connected to everything else; if you change one thing, everything else will shift'. This means that when you make changes to your behaviour, you effect changes in others, your workplace and your world.

Dates

There are two programmes on offer in 2011. The dates for **The Guts of Leadership** are:

Guts 1:	Guts 2:
1 March 2011	2 August 2011
8 March 2011	11 August 2011
19 April 2011	6 September 2011
3 May 2011	4 October 2011
31 May 2011	1 November 2011

Each full day workshop runs from 9.30am-4.30pm. Individual coaching sessions will be arranged with each participant at times which are convenient.

All full day workshops are held at
Columba Centre
Vermont Street
Ponsonby

Fees

The cost of **The Guts of Leadership** is \$2999 plus GST. This includes individual coaching, five full day workshops, 360° feedback provided by JRA Ltd., all materials, and morning and afternoon teas on workshop days. Full fees are payable no later than 4 weeks prior to the first full day workshop.

If two or more people enrol from within the same organisation, the cost is only \$2499 plus GST per person.

Cancellation

Quantum Shift reserves the right to cancel the programme and will endeavour to give as much notice as possible. If this is the case, any fees already paid will be fully refunded. Alternatively, the participant may wish to transfer any fees paid to a subsequent programme.

If the participant cancels, the following refund policy applies:

Less than two weeks prior to 1 st full day workshop	No refund
15-28 days prior to 1 st full day workshop	50% refund
29+ days prior to 1 st full day workshop	Full refund

Alternatively, the participant may wish to transfer any fees paid to a subsequent programme.

“Every human is capable of the universe. We were made for something cosmic and will not fit peacefully into something smaller.” Thomas Aquinas

Who we are

Quantum Shift catalyses real and lasting shifts in people's workplace behaviour and attitude.

Facilitators

Arohanui-Grace

Grace has worked across a range of sectors as an educator, consultant, change agent, facilitator, coach, trainer and presenter. She applies a big picture perspective to the concept of work, and believes that work should be a satisfying and meaningful experience for everyone, regardless of what they do for a job. She applies a depth of experience and knowledge of transformational learning processes in her work with Quantum Shift, to enable individuals and groups to 'create the work they want'. Originally from the Waikato, Grace now resides on a permaculture property on the shores of the Kaipara Harbour, and enjoys the many opportunities the West offers. She views leadership development as an ongoing endeavour; and has practised her own leadership over range of contexts; from managing staff, to working on projects in both work and voluntary settings.

John Wenger

John has a background in education, counselling/therapy and groupwork/facilitation in the commercial, health and social service sectors. He has been a Manager of a small commercial enterprise and a small not-for-profit organisation. He brings all these 20+ years of experience and training, along with his inquisitiveness, to Quantum Shift. He is keenly interested in brain functioning and is eternally fascinated by what gets in the way of learning. The challenge of assisting people to 'unblock' themselves and find more joy in life and work is the thing that gets him out of bed in the morning.

Contact details:

Quantum Shift Limited

Telephone: (09) 814 8711

Email: queries@quantumshift.co.nz

Website: <http://www.quantumshift.co.nz>