

'Leading with Influence' Programme



Redefine the concept of leadership and unlock the latent talent within your organisation.

*Leadership today is not about hierarchy. It is about influence.
A goldmine of untapped talent exists within your organisation.
Let's unleash it.*

By Campbell Macpherson

Author of the 2018 Leadership & Business Book of the Year

Leaders exist at all levels of an organisation – whether they have direct reports or not. For in today's world of flattening organisational structures, virtual teams, hybrid working, outsourcing, partnerships and accelerating change, successful leadership is about influencing people across departments and outside of the organisation – to deliver the outcomes you need.

Yes, leadership is delivering results through people, but even leaders with vast hierarchies must be able to influence people outside of that hierarchy if they wish to succeed.

Leadership today is not about hierarchy. It is about influence.

And yet in so many organisations 'leadership development' skills are only provided to people managers – leaving an untapped goldmine of potential talent undeveloped within the 'Engine Room' of the organisation.

Your technical specialists, your so-called 'low potential / high performance' professionals identified by the 9-box talent grid, your portfolio managers, your analysts, your IT techies, your HR specialists, your finance experts, your part-time workers, ... all possess latent leadership potential that too often remains unacknowledged and unrealised. Organisations help them to develop their technical skills and progress their professional qualifications – but what about their ability to influence; their ability to lead; their ability to deliver exceptional results?

Every single one of these business-critical professionals needs to enhance their ability to influence others if they are to deliver the high-quality, sustainable outcomes that your business needs to succeed.

Every one of them needs to be able to 'lead with influence'.

Modules are tailored to meet your needs, but include:

Emotional Intelligence and the delivery of sustainable results

Emotionally intelligent leaders reach outside their team, department and organisation to obtain the information, insight and assistance they need to deliver high-quality outcomes that are sustainable. Module 1 helps delegates to develop their emotional intelligence and their delivery skills, leveraging CSI's 'Chequerboard of Leadership'..



Putting EQ into practice: Managing interactions and inter-dependencies

Developing the skill of navigating difficult interactions and managing inter-dependencies helps us to draw upon all elements of Emotional Intelligence and put them into practice – self-awareness, self-regulation, self-motivation, empathy and social skills.



Leading and Embracing Change

If we are not leading change, we are not leading anything; we are merely managing the status quo. from Campbell's award-winning books and the workshops for Henley Business School and clients worldwide, delegates discover why 88% of change initiatives and business strategies fail – and how to lead the 1 in 8 that succeeds.



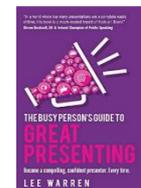
Strategy, culture and agile delivery

Module 4 leverages CSI's strategy framework to explore how a strong strategic core enables agility - the ability to flex actions to cater for changing situations - without losing focus on what it is you are trying to achieve. It will also explore what agile working means for them and how to embrace and encourage a culture of continuous improvement.



Communication that works

Written comms, presentations and ad-hoc communication. High-IQ specialists find it a challenge to communicate in a way that isn't laden with jargon or patronising. They need to display their expertise – but in a way that ensures understanding without 'dumbing down' the content.



Influencing without authority

This module channels the learnings into exploring the subject of 'influencing without authority' in greater detail – both in one-to-one situations and in group situations (formal teams, ad-hoc teams and working groups). We will also explore how to thrive in a matrix management environment.



Making cross-functional (and virtual) teams work

Exploring the benefits, and challenges, of teams; the characteristics of high-performing teams; and ways of building these characteristics in cross-functional teams, often working in different locations, and the challenges and tips of thriving in a matrix management world.



Action

Putting the learnings into practice is paramount. Each leader selects a business-critical objective and builds a change plan to deliver it, using CSI's tried and tested template, and presents their plan to their peers for feedback at a workshop from which they emerge with a certification from TILM and equipped to put their new-found skills into practice – and deliver.



1:1 mentoring sessions between each module

Each delegate receives 1:1 mentoring throughout the programme from a Change & Strategy International professional. They also receive a year's membership of The Institute of Leadership & Management.

Change & Strategy International (CSI) enables organisations to instigate change, embrace change and deliver the outcomes of a compelling, clear strategy.

88% of change initiatives, business strategies, mergers and acquisitions fail. CSI enables leaders to be the 1 in 8 that succeeds. Its range of programmes, workshops and consulting services enable CEOs and leaders to fulfil their potential, the potential of their people and the potential of the business.

CSI's Principal, Campbell Macpherson, is an international business advisor, change expert, keynote speaker and award-winning author. He and his team of experienced associates help leaders align their people to deliver, build extraordinary leadership teams, develop leadership skills, build change-ready cultures and lead successful change. He is an Executive Fellow of Henley Business School.

Companies contain a wealth of untapped potential and competitive advantage in their people, their leaders and their leadership teams. Unleashing this talent is not about systems, processes, spreadsheets, business models or balance sheets, it is about enabling people to be the best they can be - empowering them with clarity and trust – and helping them to want to change.

As well as advising organisations worldwide large and small, Campbell has held senior executive positions including Senior Advisor of the Abu Dhabi Investment Authority; Strategy Director of Zurich Life across Asia, ME and Latam; HR Director of the 1000-person Sesame; Marketing Director of Virgin Wines and eBusiness Head of the AMP Group. He was a change expert in Andersen Consulting (Accenture) and the founder of one of Australia's first multimedia companies. He started his career flying jets (badly) in the RAAF.



Campbell is on the books of several keynote speaking agencies across the UK, US and Australasia, and has given speeches worldwide on change and leadership.

He is the author of three books – and runs workshops and programmes on each of them:

- 'The Change Catalyst' (Wiley 2017), the 2018 Leadership & Business Book of the Year. It is about leading change.
- 'The Power to Change' (Kogan Page 2020), which was a Runner Up in the 2021 Business Book Awards. It is about embracing personal change.
- 'You: Part Two - thriving in the second half of your life' (Hachette 2021), co-authored by his yogi wife, Jane. Together, they appeared at the 2021 Cheltenham Literary Festival. They use content from the book to help organisations empower their invaluable Second Half employees and forge even closer relationships with their lucrative Second Half customers – the ones with three times as much wealth as every other segment combined.



**Business Advisor,
Facilitator, Speaker,
Lecturer, Author, NED
and Change Catalyst.**



Pershing, Invesco, A-Plan, Howden, TRP, Endsleigh, iPipeline, Shoosmiths, Mazars, Robert Half, Uponsor, IFSWF, M&A Advisor, Bibby Group, FS Forum, SII, St James's Place, James Hay, Henley Business School, Concentra, UK Police, Excursions Ltd, ...

Senior Adviser, ADIA

Strategic change advisor: IFDS, Aviva, IPF, Friends Life, Cofunds, Gocompare, Centaur, Openwork, ...

NED, BP Northbound

Strategy Director, Zurich Global Life EM

Board & HR Director, Sesame (IFA Network)

Strategic Change & OD: Misys, BBC, Capital Radio, Telewest, Sesame

Marketing Director: Virgin Wines

Head of eBusiness, AMP

Snr Mgr, Change, Andersen Consulting

CEO & Founder, InterMark Multimedia

Ultimate Computers, NCR, Hawker Pacific, RAAF Academy