

The Self Dimension

The Essence of Leadership

This module will provide a basic overview of Leadership. It will cover the definitions provided and how each individual participant defines a leader and what leadership is, the factors of leadership, theories of leadership-Trait Theory & Process Theory, Attributes of a leader and principles of effective leadership.

Emotional Intelligence

The module serves to assist the participant to be in touch with their emotions and to them, and that of groups, and how these emotions can influence motivation and behavior. It will cover the following areas what is Emotional Intelligence, Four skills in emotional intelligence, Verbal and Non-Verbal Communication Skills and other areas.

Leadership styles

Leadership style is the manner and approach of providing direction, implementing plans, and motivating people. The three major styles of leadership are: Authoritarian or autocratic, Participative or democratic and Delegated or Free Reign.

The People Dimension

Team Building & Team Leadership

Leaders should not think of themselves as simply managers, supervisors, etc.; but rather as "team leaders." Thinking of yourself as a manager or supervisor places you in a position of traditional authority based solely on respect for the position, which in turn places you in a position of power. The module will cover aspects such as, growing a team, understanding the benefits of a team, understanding group dynamics. By understanding the personal work preferences and motivations of your team members, you as an individual, rather than your position, will earn their real respect and trust.

Diversity Management & Work Performance Management

This module will enable participants to respond to workplace diversity issues with openness and trust. The workforce in this country is becoming highly diverse, organisations know that they must help employees understand, accept and capitalise on differences among people. The module will nurture a respect for the difference allowing leaders the ability to tackle performance management issue from the different aspects that affect the individuals. Moreover it helps people to appreciate that diversity management is about more than legal or ethical compliance – it is about good business sense.

Transformational Leadership

Transformational leaders create something new from the very same environment that one works in everyday by changing the basic political and cultural systems. This differs from transactional managers who make adjustments to the organizational mission, structure, and human resources. Transformational leadership accomplishes this by challenging and transforming individuals' emotions, values, ethics, standards, and long-term goals through the process of charismatic and visionary leadership.

The Organization Dimension

Building a Vision

By setting your goals you create your own destiny! The module assist in helping to set goals in the important areas, developing focus and activating the mechanisms that will prepare you for the action in the right direction. You will get to know which strategies you use unconsciously and whether they bring you desired results. You will learn to present your goals on a time line, to visualize them and make the first step toward the positive action that will take you closer to the desired future.

Organizational Development & Change Management

This module is designed to prepare you for the complex work of designing and facilitating organization development (OD) and change. It gives an in-depth comprehension of the principles, foundations and process of organisational development and change. The modules main objective is to provide the students with a comprehensive understanding of formulation and implementation guidelines and issues for successful Change Management Strategies.

Business Continuity and Succession Planning

This module addresses; Human Capital Planning, Knowledge Management and Learning Organizations, Coaching and Mentoring, Management of Intellectual Capital, Potential Appraisal and Career Development, Competency Profiling and Mapping, Contingency Planning.



6 Chatham Road, Eastlea, Harare

www.cclint.net / ccl@cclint.net / executivelearning@cclint.net

04 -779 740-1 / 0783 766 807 / 0712 431 718 / 0772 287 675

LEADERSHIP DEVELOPMENT PROGRAMME



Your Strategic Thinktank For Business Leadership

Introduction

CCL Consulting Group Private Limited (CCL) is a Regional firm specializing in strategic management consultancy and related capacity building. Headquartered in Harare, Zimbabwe, its operations spread across three divisions specialising in Organisation Development, Marketing Strategy, & Financial strategy.

CCL International Business Training arm delivers business training and Human Capital Development programmes to enhance the capacity of our client organisations in strategy implementation. It is in line with this that we have developed the following programmes to assist organisations in implementing their strategies.

- Supervisory Development Programme (SDP)
- Management Development Programme (MDP)
- Leadership Development Programme (LDP)

These programmes were fully developed by CCL. These developmental programmes are structured in a way to assist targeted participants master appropriate managerial, leadership and executive skills. The underlying belief is that in today's rapidly changing competitive environment, executives must be adept at moving quickly out of their comfort zones to build new capabilities as leaders as they progress up the organisation.

The programmes are designed to feed off one another as an individual starts out with the SDP they graduate and move on to the MDP and then the LDP. It is for this reason that these programmes are highly practical and work related so that an individual is made to realize how each function affects their job. These programmes come with highly weighted work related assignments as by and large these are technical skills being imparted.

As part of our internal capacity building, CCL has forged strong ties with reputable training and learning institutions, enabling us to enjoy significant access to both human and technological resources. These ties leverage our capability to generate and share knowledge and experience, and put at our disposal cutting-edge methodologies. Through these ties we have developed the capability to tap into regional and international strategic management standards and practices. We consider ourselves as a consultancy flagship that 'listens' to its clients' unique strategic needs. True to this maxim, we believe in "the individual in your organisation" and all our work is geared towards enhancing your uniqueness as a business player.



Our Approach

Our programmes are designed to satisfy your organizational strategic needs on the relevant training areas. We employ a needs-based training approach; hence we make use of our quality assurance consultants who provide the highly critical quality perspective as the basis of informing the depth and intensity of our training.

Before we implement any in-house capacity development programme we insist on carrying out a pre-training consultancy. The process entails participant interview sessions aimed at profiling all nominees for the programme. The process seeks to get CCL Consultants to gain in-depth information on critical capabilities and challenges faced. At this stage CCL request access to the individual's latest assessment or appraisal results. The intention is to promote the provision of relevant and customised organizational development interventions.

Further tailoring of these programmes can be done upon discussion with individual clients. Also the Center of Continuing Education (CCE) of the National University of Science and Technology (optionally) can also come in for quality assurance and certification of the programme (at a cost). This however comes with additional cost to be paid to CCE for their part in certifying and assessing the assignments and examinations done by participants.

CCL trainers and facilitators use the following aids;

- Power point presentation,
- Group and individual researches / assignments
- Group discussions
- Case analysis and role plays

During each training session individuals are assessed on the progress and their conceptualisation of the subject material. At the end of the programme reports are given to the immediate superior of the individual and Human Resources Department. CCL will then makes follow ups two - six months down the line to assess on the individual's performance.

The maximum number of participants in any session should be 25.

CCL LEADERSHIP DEVELOPMENT PROGRAMME

Good leadership is more important than ever in the current environment. The lack of protection of local goods by the government has left organisations in the need of good people to steer them in the markets or risk sinking. At the same time, organizations confront low staff morale, staff shortages, weak systems and processes, difficulty in sustaining high-quality services, and other internal challenges. To address these challenges, they need managers who can not only manage, but also lead their staff through change. When organizations invest in leadership development for managers at all levels, they increase their ability to adapt to change. Their managers learn to reinforce leadership values and apply leadership practices that promote sustainable organizational performance. By practicing both leading and managing, managers are able to achieve results and maintain high-quality services despite the obstacles they face

CCL Leadership Development Programme (LDP) is a strategic capacity building initiative designed by CCL Consulting Group through its CCL International Business Training division. This programme is designed to upgrade skills and equip participants with the competencies and disposition to execute complex responsibilities with an eye broader than the dictums of one's functional orientation.

Our Approach

This is a nine module programme, carefully crafted, and modelled to address the three dimensions that affect an individual's work life. These are mainly the Self Dimension, the People Dimension and the Organisational Dimension. By so doing this guarantees development of a balanced leader in all these areas and as a wholesome package.

Coverage

Participants are required to do work related assignments based on what they would have learnt. This is an attempt to get participants internalising the techniques they are taught. In this aspect one finds a lot of case studies and role plays will be used during the course of the programme. The assignments given will also attempt to address all aspects covered in each dimension. Thus this programme can be completed in six months.

