

# Leadership Training

Extract of a conception of a multi-stage  
development program for seasoned managers

Wildenmann GmbH & Co. KG



## Content

- Initial position ..... 2
- Your benefit in 7 sentences ..... 3
- What makes us special ..... 4
- Basic considerations for the concept..... 5
- Conception of the modules ..... 6
- Sketch of the program..... 7
- The program in detail ..... 7
- Survey instruments and accompanying processes ..... 12
- Methodical and Didactic procedures ..... 14
- Material ..... 14
- Contact ..... 15

## Initial position

It is planned to develop and implement a multi-day, multi-modulus executive development program for the company.

The program should be transfer-oriented and cover the broad spectrum of topics in leadership development as completely as possible.

Within the framework of the program, the participants\* should deal with their own leadership role and their own leadership actions and also reflect on this topic themselves. At the same time, a common understanding of leadership and the associated leadership instruments and methods should be developed.

As possible contents we would define the following main topics:

### **1.) Discussion of fundamental action orientations and modern approaches in personnel management:**

- ▶ **Energizing Leadership:**  
What are the basic positive and destructive effects of a person? How can the positive energizing effect be strengthened?
- ▶ **Resonance in the leadership:**  
How can resonance be achieved as possible to be used as a prerequisite for energy and motivation between executives and the assigned areas as well as between stakeholders??
- ▶ **Leading from the future:**  
How can resistance during change processes be avoided through a stronger orientation from the future into reality and how can creative new approaches for the design of one's own management area be created??
- ▶ **Empathy, orientation and interest in the management relationship** with the employee as prerequisites for commitment and personal responsibility.

### **2.) Dealing with one's own personality – determining one's own strengths and weaknesses as well as worthwhile development points:**

In our opinion, the most important and valuable factor in the training of managers is the work on the personalities themselves. The recognition of the potential and the individually suitable development of the possibility of the people represent the basic development orientation in the program. The realization of the individual ability potential, but also the emphasis and value-based punctuation of the integrity of a leader, combined with strength and free of egocentric tactics, is the foundation of a modern leader.

## Your benefit in 7 sentences

1. Managers have addressed modern trends and the demands placed on the new role of senior management and have clarity about the way forward and the appropriate use of agile methods and tools.
2. The managers have dealt with the topics of creativity and intuition and have realized development steps in themselves.
3. To deal with decisive facets of the personality such as
  - your own dispositions and personalities,
  - the dark side of personality,
  - your own motivation profile and
  - the expression of one's own emotionshas led to significant development steps among managers.
4. The managers were able to realize concrete starting points within the scope of their support area by dealing with complexity and the topics of decision making under uncertainty and change management.  
  
The individual coaching of the participants has also made a significant contribution to this.
5. During the program, the managers intensively dealt with the work and performance culture in their area of work and analyzed the current state of the culture in their area of work.
6. During the program, the participants implemented a project for the introduction of agile structures in an agile "courageous leadership action" in their area of work.
7. Through coaching, both on the level of personality and the implementation of the "courageous leadership action", measurable changes in the performance of the areas have already been identified.

## What makes us special

### **Intensive research of the leadership context**

Through our intensive research of the leadership context, we can sharpen leadership behavior for managers. Based on a wide variety of data, we can derive what are known as *critical leadership behaviors*.

### **Events rich in experience**

We strive to stage all our events in an exciting way, so that behavioral changes do not have to be learned in the classical sense but are more strongly consolidated in the personality through the emotional experience.

### **Consideration of trends in development the leadership competencies**

We closely observe the trends in the development of leadership systems, both global and industry and company oriented, and incorporate these changes into our leadership trainings.

### **Transfer into practice**

Using various tools, such as 360° feedback, "courageous leadership" or the analysis and clarification of critical leadership situations, we work to ensure that the participants achieve the highest possible degree of implementation in their practice.

### **Experience in various industries**

We have many years of experience in working with executives from a wide variety of industries.

These include the following industries:

Pharmaceutical industry, automotive industry, mechanical engineering, insurance and financial services, sales, chambers of industry and commerce as well as the university sector.

## Basic considerations for the concept

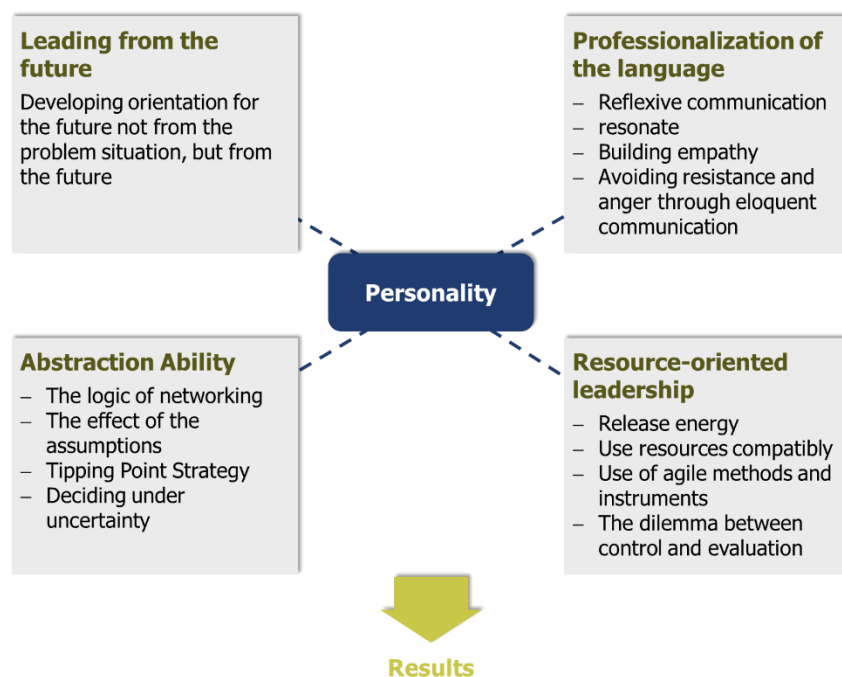
Due to the requirements for the program, it has become clear that this development program is not just a pure training program but that it is an immediately usable implementation of ideas that should be achieved.

This has implications for the structure of the program, so that in the intermediate phases between the trainings apart from a possible coaching further controlled conversion and application actions are planned.

The program relies very much on the personal responsibility of the participants. The agile culture should also be reflected in the training design and in the behavior and style of the trainers and consultants. To a certain extent, the conception of the development program is already one of the measures to create conditions for the implementation of the agile culture. Here, too, personal responsibility and initiative must be stimulated in such a way that implementation is controlled by the system and does not have to be controlled from outside.

Of course, we provide the necessary analysis and measuring instruments, which provide the necessary transparency, both on the question of DNA of the personality as well as on the work and performance culture and the results achieved.

The background of our approach is illustrated in the following diagram:



We place great emphasis on the development and development of the personality and are guided by the following target competencies:

- ▶ Psychological attractiveness and energizing effect
- ▶ Ability to build a high resonance to people and things
- ▶ Ability to make decisions under uncertainty
- ▶ Dealing with complexity, especially in high-level change contexts
- ▶ Ability for inspiration, intuition and empathy
- ▶ Leading from the future

# Leadership Training

Another fundamental orientation is that we always work with managers to develop an emotional professional distance from the situation. The aim is that they always choose a higher level of complexity in order to be able to assess the logic of the development of the situation and, for example, to identify the actual abstract causes even in conflicts.

The participants professionalize their language in many respects, so that they can adjust exactly what effect their language has and when the language unconsciously triggers resistance.

For the development of modern work cultures, which are characterized by initiative and personal responsibility, the executives must know the decisive starting points in order to develop positive inspiring cultures, which guarantee the optimal use of resources.

## Conception of the modules

The contents of our Leadership Training are distributed among the individual modules, in which different leadership topics are in the foreground.

In the intermediate phases of the modules, the participants transfer the knowledge they have gained into their daily work. During the modules, the managers are continuously accompanied by one trainer and partially by two Wildenmann trainers.

In addition to conveying theoretical content, the main focus is on actively trying out the participants. In order to also be able to deal with the personal situation of the participants, we work with collegial consultation in small groups as well as with individual consultation. In addition, the participants have the opportunity to try themselves out, reflect and learn certain techniques in role settings as well as in large and small exercises/actions.

*“When someone dreams alone it's just a dream.  
When many dream together, it is the beginning of a new reality.”*

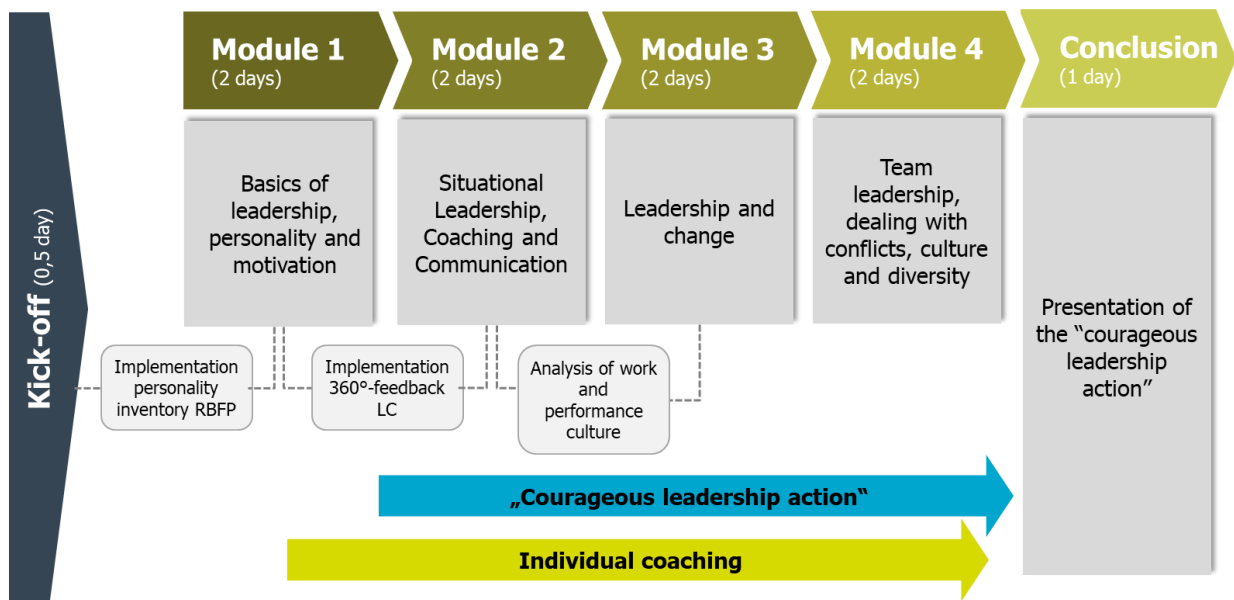
*Friedensreich Hundertwasser*

At this point we would like to mention that our concept proposal can be adapted relatively flexibly to the customer's needs in terms of content and various seminar settings. Here we recommend in any case a preparatory discussion to the different arrangement possibilities.

# Leadership Training

## Sketch of the program

The following sketch provides an overview of the multi-stage executive development program:



## The program in detail

### Kick-off:

(0,5 days)

At the beginning of the program, a half-day kick-off event is held with all participants and their superiors to familiarize them with the planned procedure.

The aim of the kick-off is to maintain the commitment of the participants and to win them as supporters. This will only be possible if the participants are made aware of their own creative possibilities, concerns are taken seriously, and valuable impulses are taken up.



# Leadership Training

## Intermediate phase:

In the intermediate phase of the first module the participants work on the personality instrument Reflector Big Five Personality. They will receive a link by e-mail so that the questionnaire can be completed online.

## Module 1: "Basics of leadership, personality and motivation" (2 days)

In the first module, the participants first deal with fundamental questions and trends in leadership. In detail, they deal with questions and topics such as:

- ▶ Trends and answers to the trends
- ▶ Leading from the Future: The Role of Leadership in the Future
- ▶ Understanding of the role of managers in an agile world
- ▶ Creating resonance and energizing leadership as central basic concepts
- ▶ Development of intuition and creative performance
- ▶ Success factors in management - what successful managers really do differently

**...you are interested in our complete concept, in which we offer you the Management Development Program in detail?**

**Or would you like an individualized concept?**

Feel free to contact us in writing by email or by phone.  
We look forward to hearing from you!

# Leadership Training

## Contact

Wildenmann GmbH & Co. KG  
Pforzheimer Str. 160  
D-76275 Ettlingen

Phone +49-7243 5230800  
Fax +49-7243 530850

info@wildenmann.com  
www.wildenmann.com



Please note that the dramaturgy concept developed in our idea paper is protected by copyright. It may not be taken up or implemented unchanged or varied by another provider.