



ADVANCED LEADERSHIP AND EMOTIONAL INTELLIGENCE



With Biddy Lloyd Jones
and Keith Maynard

"Leadership potential is the product of cognitive intelligence (IQ) and technical skills (TQ), and is maximised by high emotional intelligence (EQ)"

– Dr Martyn Newman



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PROGRAMME OVERVIEW

This programme is full, action-packed, thought-provoking and fun. You will learn much about yourself and your strengths, how you personally add value and how to be the very best version of yourself as a leader.

This is the one programme where you get to practise, in a safe and encouraging environment, all that you are learning. You embed your knowledge into your muscle memory making it a much more effective, long-lasting and rewarding experience. You won't think you know it, you will KNOW you know it.

You will leave:

- Self-aware, enlightened and more confident to be yourself in both easy and tough circumstances
- Knowing how to encourage excellent performance in your teams through both encouraging and formative feedback, and by challenging and supporting others to be their best selves too
- With practical tips, a development plan for yourself and with a people strategy for your team
- Knowing how to hold your sense of personal authority in board or committee meetings, and with

a strong sense of who you are as a leader and why people should follow you

- With improved confidence, competence and your sense of commitment to your teams and to your clubs
- With insightful material that will continue to support your personal growth and your ability to build relationships; you will understand your identity (an Insights Discovery profile, an Emotional Intelligence profile) and your reputation (360 Emotional Intelligence and Emotional Capital reports)

The programme is based on well-researched and validated leadership tools and experts, including:

- Daniel Goleman – Emotional intelligence for leaders
- Dr Martyn Newman – Emotional Capitalists
- Carl Jung – Insights Discovery



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Three Days of Interactive Workshops

The foundation of the workshops will be based on Daniel Goleman's Emotional Intelligence criteria for leaders, including:

- ☑ Self-awareness
- ☑ Self-management
- ☑ Social Awareness
- ☑ Relationship Management

Programme Preparation

☑ Insights Discovery Profile

- You will be asked to complete an Insights Discovery evaluator, providing you with the foundations of self-awareness that you'll need to support your preparation for the rest of the programme

☑ Emotional Capital Self and 360

- You will also be asked to complete an ECR Self profile to look at your Emotional Intelligence competencies for Leaders

- We will ask you to nominate 10 to 15 respondents for your 360 Emotional Intelligence report. This asks your colleagues, peers, manager and direct reports to answer a smaller group of the questions you answer in your own report to see if yours and their view of you tally and what you can learn from this, understanding how you provide value to them.



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**WORKSHOP 1
LEADING MYSELF**

Using the Insights Discovery evaluator and the Emotional Intelligence Report to look at:

- ☐ Understanding different leadership competencies and communication preferences
- ☐ Recognising your own style of leadership, recognising your personal impact on yourself and those around you, both positively and negatively
- ☐ Understanding your Emotional Capital – how much emotional intelligence do you have as a leader, what are your strengths and what do they mean about your style?
- ☐ Creating the start of your Personal Development Plan to enhance your strengths and improve on areas where needed, to create an adaptable set of leadership competencies



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WORKSHOP 2 LEADING PERFORMANCE

Developing learning from the previous sessions, you will work directly with Actor Coaches in a series of workshops and small group sessions, to practise and develop your own leadership and communication skills, learning to adapt to different personalities, communication preferences and behaviours.

You will:

- 🌀 Learn through action and practice how to hold crucial conversations
- 🌀 Learn how to give feedback in a professional and empathetic manner
- 🌀 Learn how to be straightforward and honest and ask for transparency in return
- 🌀 Provide psychological safety for you and your team

Following the practical sessions, you will be asked to assess your own performance and will also receive supportive feedback from those involved. In smaller groups of four people, you will have the opportunity to learn from each other.



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WORKSHOP 3 LEADING OTHERS

Emotional Capital Reports – Feedback Session and Workshop

Using the Emotional Capital Report for Leaders 360 feedback, you will receive structured feedback based on the responses from your colleagues, peers and line reports, to help you to better understand your personal impact on others.

- ☑ You will learn to understand the difference between Identity (Self ECR report) and Reputation (360 element)
- ☑ You will develop an understanding of any blind spots that you may have and how to adapt these to be more effective as a leader and a colleague
- ☑ You will recognise areas in which you can be very confident in your ability and your positive impact on others

Leading and Influencing Stakeholder Groups

This interactive group session will give you the opportunity to put your leadership and communication skills into practice, working with professional actors in a boardroom environment.

You will:

- ☑ Practise influencing the group through listening and feedback
- ☑ Lead a Boardroom through facilitative skills
- ☑ Learn to self-manage when impacted by difficult scenarios and disagreements
- ☑ Learn how to hold personal authority in the face of adversity
- ☑ Develop skills to bring a discordant group to a consensus



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Learning and Development Outcomes for YOU and YOUR CLUB

- ❑ Greater confidence and competence in dealing with the people challenges at your club.
- ❑ A stronger sense of yourself and the value you bring to those around you
- ❑ A clear understanding of your communication and leadership style and improved stakeholder management and communication skills
- ❑ Clear knowledge of your impact on others, recognising if your identity and reputation align
- ❑ Clear and practical ways to conduct both great and difficult performance discussions
- ❑ Develop ways to inspire and lead others through listening, coaching and managing skills
- ❑ Increase your confidence and presence in the boardroom and with committees
- ❑ Enhance the overall performance of your golf club through improved relationship management, people skills, communication and leadership style
- ❑ Produce a Personal Development Plan for your continued and sustained learning and development



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in Leadership and Personal Development

- ☑ This Certificate forms part of the GCMA Advanced Management Award in Leadership and Personal Development

Other Certificates in this Award

- ☑ Building Resilience & Managing Mental Health

Who is this Certificate suitable for?

- ☑ Golf Club Managers
- ☑ Deputy Golf Club Managers and those aspiring to become a Golf Club Manager
- ☑ Department Heads
- ☑ Honorary Secretaries