



# The Path

## From Personal Leadership to Context Building

### Content

*I shall be telling this with a sigh  
Somewhere ages and ages hence:  
two roads diverged in a wood, and I  
I took the one less traveled by,  
And that has made all the difference.*

**Robert Frost ("The Road Not Taken")**

Or how a true leader, when coming to a fork in the road, is not afraid to wittingly take the road less travelled, as he is confident that this decision will make all the difference. He finds his own way, his own stride, his own pace.

The extent to which an organization is able to cope with change, is a key factor in its becoming and remaining successful. We can all agree on that. In that sense, leadership is increasingly about seeing new things, and truly guiding people into unfamiliar situations. In a world governed by change, organizations need leaders who combine audacity and authenticity, who dare to let go, and have a keen insight into both the uniqueness of every individual and the supporting power of systems and processes. This kind of leadership does not rely on techniques and tricks, it has to come from within. In times of rapid and profound change, it is our growing conviction that organizations, in themselves, are incapable of change. It is only when the people behind the organization change, that a new organization, one that is better equipped to cope with new challenges, can come into existence. It is crucial that leaders should be capable of transforming themselves to support change processes within the organization. That is exactly why this training program focuses on this key competency.

During this 16 days' training program, you embark on an individual growth process, discovering and firmly embedding new attitudes and behaviors, that will have a direct impact on your work environment.

### Target Group

This is the right program for you, if:

- you can look back upon several years' experience as a leader and now want to take the next step in your personal development;
- you have been selected by your organization to take on a key role in the organizational development;
- you will soon be taking the helm of the family business;
- you have the motivation to discover learning possibilities and contribute to the success of this interactive and intensive training program, by your individual input and sharing your knowledge and experiences;
- you are prepared to enter into an individual learning and transformation process.

This training program is geared to native speakers of Dutch

### Objective

After completing this program, you will:

- have gained a better insight into your strengths and motives as a leader;
- be more in touch with what makes you a strong leader;
- be more aware of how your behavior impacts on your team and environment;
- be able to assess your impact in the here-and-now and adjust immediately, thus becoming a more effective leader;
- be able to better gear your decisions to the development of your employees and team;
- have acquired fresh ideas on how to stimulate changes within your organization;
- have been guided and stimulated into a personal transformation as a leader.



## Program

### INTAKE AND MINI DEVELOPMENT CENTER

Individual development plan, MBTI, 360° feedback with values, assessment, strengths test,...

### MODULE 1: INDIVIDUAL LEADERSHIP

- The challenges we face in the 21st century, and what they mean for you as a leader
- Insight into your personality style, personal strengths and motives
- To give direction, you need to have direction: developing an individual “mission statement” as the leader’s personal compass
- Deepening your development question, personal resistances and barriers,
- Awareness of how you can take responsibility, incrementally and starting from your own strengths

### MODULE 2: THE LEADER AS CONNECTOR

- Leadership vs. Management
- Dilemmas and dualities of the present-day leader
- Learning how to tune in to other dynamics and learning how to use diversity
- Learning development-focused coaching, geared to the ever-growing demand for self-directive employees
- Leading a team, learning how to make a team adopt one common vision and/or goal
- Gain insight into group dynamics and team development
- Develop a clear insight into your own impact on a team

### MODULE 3: THE LEADER AS A CONTEXT BUILDER

- Learning how to establish the relationship between individual and organizational change
- Learning how to guide people through change and transition
- Streamlining the organizational context and gearing it to the organizational strategy
- Getting acquainted with crucial models for organizational development
- Learning how to gear tools and approaches to the culture of the own organization

### FOLLOW UP

- 360° feedback
- Individual coaching sessions
- Measuring results
- On-the-job

### RESULT

Presentation of your own growth path and reporting on result measurements, during a final project day.

### MODULE 4: WRAP-UP

During this final day, we use the unique Equicoaching method to make the key insights and learning moments that occurred along your leadership path come together. We start from the presentation of your individual leadership project. At the same time, we report on the feedback we received from some people with whom you work(ed) closely together.

## Approach

### Mini Development Center

The Mini Development Center is a tool for mapping various key competencies. During an intake interview, we focus on your specific context and learning topics. This is the first step in establishing your individual development plan.

### Self-analysis - MBTI - 360° feedback

During the training program, there is room for self-analysis, supported by a number of tools and auto-perception tests, MBTI among them. Additionally, we work with 360° feedback, for which we will administer a survey to 10-15 people in your environment. We use the “Leadership Value Assessment” tool, developed by Richard Barret’s Values Center. This will be the leitmotiv for an individual-focused transformation path.

### Your individual project

Throughout “The Path”, you select your own concrete project within the scope of leadership development. During your individual coaching sessions with your SD coach, you will receive further support or fine-tuning for developing this project. At our project day, you are given the opportunity to present your project and development points – the pinnacle of this intensive leadership path.

### Individual coaching

In the course of this program, a dedicated SD coach conducts a number of interviews with you. During these interviews, you can fine-tune your project, ask development questions and you also get advice on specific bottlenecks or learning points.

### Empirical approach

We continuously sound out new insights, by applying them to your concrete work situation and specific cases. Learning from each other, sharing experiences and concrete examples, are recurring themes. We also increase your self-awareness by having you continuously reflect on your own performance, and giving individual feedback. In short, we stimulate you into thinking, feeling and acting.

### Outtake – Result measurement

Towards the end of this intensive learning program, we evaluate which steps you have taken along your path of development. We re-administer a survey to some people who are close to you and sound out the embedment of new



knowledge and the impact of your project. This feedback gives you an extra push in the right direction, making you aware of the road which has been travelled and still needs to be travelled upon completion of the program. Indeed, we believe that growth and learning continue even after the training program has ended.

### Documentation

A comprehensive training folder containing a bibliography, questionnaires and report templates for individual and 306° feedback, MBTI report and other printed materials.

Are you not sure yet, or do you still have questions? Please feel free to contact our product manager Bart Van Langendonck, who will be happy to assist you with your choices. You can contact Bart by phone **03 201 73 43** or by mail [bart.vanlangendonck@sdworx.com](mailto:bart.vanlangendonck@sdworx.com).

### And what do our trainees think?

*"For me, the strength of The Path lies in the frequent sessions over a period of 10 months. Learning processes have the time to mature and the feedback I receive when experimenting with new insights and behaviors, helps me to move forward. Naming processes was new for me and has helped me to take new steps in my career. The individual approach and the group dynamics hold a greater appeal for me than theoretical models. The trainers have a personalized and professional approach which inspires and stimulates me to continue on my chosen path."*

**Stefan Hosten**, Senior Manager Cyberonics Europe

### Dates and Venue

Schelle

10 & 11 September, 15 & 16 October, 19 & 20 November and 18 December 2009, 21 & 22 January, 25 & 26 February, 25 & 26 March, 22 & 23 April, 20 May 2010

Conference Center De Rederij

From 9 am till 16.30 pm.

This training program can also be organized in-house at your company. For more information, please contact us by email: [opleidingen@sd.be](mailto:opleidingen@sd.be).

### Price

6570 EUR (+VAT)

Documentation, coffee and lunch are included.

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### Trainers



**Christine Pelgrims**

After getting her master's degree "Press and Communication Sciences" at the KU Leuven, Christine became a professional journalist. After that, she worked for Kredietbank (now KBC) for almost ten years, where she was in charge of developing and implementing in-company cultural communication. For the last 9 years, she has been a full time coach, guiding teams and managers through change processes.



**Jan Bal**

Custom-made learning is the leitmotiv through Jan's career. As a young manager, he was in charge of a team of unskilled workers. As a prevention adviser, he trained manual workers and their supervisors, implementing the first training programs. In 2006, he successfully completed the course "Advanced Training for Managers" at the Instituut voor Communicatie. Currently, he is taking the CIGO 20 training program at the KUL-UHasselt, acquiring further know-how on how to guide teams and organizations embarking on a path of change.



**Philippe Bailleur**

Philippe was awarded his master's degree at the Koninklijke Militaire School in 1995. As from 2000, he became a trainer and adviser for SD Worx, his areas of expertise including communication, self-management, working in teams, leadership and change. In 2008, he moved to Kessels & Smit. Fascinated by his job, he successfully completed several long-term training courses, among which "People Management for Engineers and Managers", "The Cyle of Attitude", and "The Axen Rose", "Stress and Psychosomatics", "Instrument for Help" and "NLP Practitioner".