

Open Courses in Leadership

Customised
Team Development Solutions

Coaching Courses
and 1-2-1 Coaching

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Leadership through Experience (International)

Contents Page

| | |
|---------------------------------------|----|
| Open Courses and Customised Solutions | 2 |
| Strategic Leadership Course | 3 |
| Leadership through Experience Course | 5 |
| Aspire to Lead Course | 7 |
| Coaching for High Performance Course | 9 |
| Coaching 1-2-1 | 11 |
| LtEI's Programmes Director | 12 |
| Open Courses Calendar | 13 |
| Our Associates | 15 |
| The LtEI Leadership 360 Audit | 16 |
| Customised Courses | 17 |
| Leadership | 19 |
| Experiential Learning | 20 |
| About LtEI | 21 |
| High Performing Teams | 22 |
| LtEI's Leadership Themes | 23 |
| Our Venues | 25 |
| Reserve your Course | 26 |

Open Courses

LtEI's Open Courses bring participants together from a wide range of backgrounds, experience, nationalities and cultures and is one of the defining factors in the courses' lasting impact. This diversity creates a powerful learning experience with a fusion of personal energy and commitment to the learning process brought about through experiential learning. Our methodology helps create an environment that enables participants to learn through practice, reflection, theory and peer-feedback.

Customised Solutions

Customised solutions are individually designed to meet the developmental needs of new and existing teams or as a component of an organisation's established leadership development strategy. Single organisation interventions provide a shared learning experience and an immediate transference of learning back into the workplace where new knowledge, skills and behaviours can be supported, monitored, reviewed and revised more readily.

Team Development

High performing teams are committed to a common purpose and engender the values and behaviours that deliver exceptional results. They foster mutual trust, respect and support among all team members and bring the honesty, openness and mutual accountability that forges lasting and meaningful relationships. Therein lie the challenges for any team that aspires to be a high performing team. LtEI's methodology gets teams working together by encouraging all team members to take personal responsibility for their actions and outcomes.

Coaching

LtEI's coaches work in true partnership with our clients by focusing them on a clearer understanding of their challenges and aspirations; not on telling them what they should or shouldn't do or in resolving their problems for them. In doing so, an effective coach 'holds up a mirror' for the client to see and reflect upon their own thinking process. Rather than listening solely to what is being said, the coach will focus as much on the prevailing thought processes and how to enable the client to move forward.

"Changing an organisation is impossible without leadership and my experience is that working with LtEI significantly builds and strengthens that leadership capability."

Kevin Doran: Senior Civil Servant: The Scottish Executive. Director: Job Centre Plus Scotland. Director: JHP Group.

Strategic Leadership Course

For directors and senior managers engaged in formulating, leading and implementing the strategic direction of the organisation.

Course Objectives

To further develop the attitudes, behaviours, knowledge and skills required in leadership at a strategic level.

The Course explores the following strategic leadership themes:

- Leading by personal example, through influence, clarity and action
- Defining the vision, values and the common purpose of the organisation
- Setting, communicating and implementing strategy
- Engagement, empowerment and motivation
- Effective communication
- Handling conflict and ambiguity
- Leading dispersed and diverse teams and managing multiple stakeholders
- Harnessing different but complimentary talents and skills
- Driving through transition and change.

Learning Outcomes

Through effective objective setting consistent with the vision, values and business goals of the organisation, the Course objectives are met through:

- Strategic thinking and implementation
- Monitoring, supporting and reviewing individual and team performance
- Challenging established and outdated norms and practices
- Building and maximising resources
- Measured risk taking
- Innovation and knowledge sharing.

The Course will reinforce the hard edges of achieving business results through building and leading a high performing team. For a more detailed outline of the Course, please visit the LtEI website at www.leadershipthroughexp.com

"I would highly recommend LtEI to any organisation that wants to improve the performance of its senior leadership team."

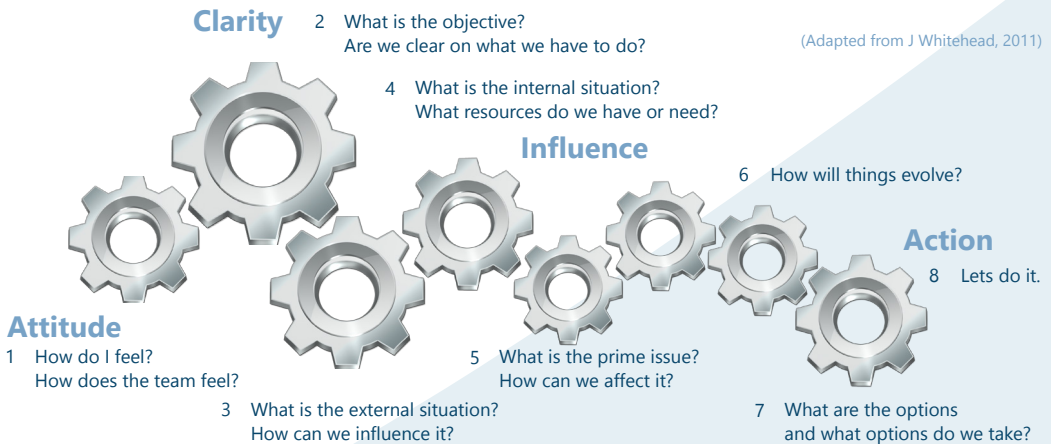
Jack Perry CBE: Perrynet. (Former CEO of Scottish Enterprise).

"You cannot understand an organisation until you try to change it."

Kurt Lewin

Learning Methodology

The Course provides an iterative series of practical and simulated leadership challenges, performance reviews, plenary sessions, group discussions and peer-feedback to enable each participant to practise the key elements of strategic leadership.



Course Duration

Four days (residential). The Course commences at 9:30 am on Day One and concludes at 4:00 pm on Day Four.

Dates, Locations and Course Fees

Please refer to the attached Course Calendar for dates and locations.

Course fees available by contacting enquiries@leadershipthroughexp.com.
Inclusive of accommodation, meals and refreshments.

To make your reservation, contact **0044(0)1664 371850**
or email: **bookings@leadershipthroughexp.com**

Leadership through Experience Course

An intensive, practical leadership development experience for senior and middle managers.

Course Objectives

By creating a supportive peer-group setting and providing the practice nets of leadership and teamwork in a safe and stimulating environment, the Course identifies and develops the personal leadership attitudes, skills and behaviours that enable the effective leadership of individuals and teams. Through enhanced self-awareness, self-control and self-confidence, participants learn how their personal leadership style and behaviours impact upon others.

Learning Outcomes

Participants develop higher self-awareness, more effective leadership using 'personal power', clarity on the roles and responsibilities of leadership, and the essence of 'managing the team to manage the task'. Alongside these learning outcomes, participants will also be exposed to:

- Strategic thinking, decision making and action
- Teamwork, relationships, and the factors that create high performance
- Building mutual trust, respect and support in teams
- Giving, receiving and acting upon open, honest and constructive feedback
- Encouraging initiative, innovation and creativity
- The prime importance of personal motivation
- Emotional resilience and mental toughness
- Handling conflict and dealing with success and failure
- High level communication.

Outdoor activities (on Day Two only) are an integral part of the Course and draw out the leadership and team working qualities in individuals and teams. Matched to each participant's own capabilities, our highly qualified instructors ensure full engagement for everyone. For a more detailed outline of the Course, please visit the LtEI website at www.leadershipthroughexp.com

"Attending LtEI's intensive leadership development course was the best learning experience I have participated on in my professional career. Enhancing my leadership skills under simulated business conditions and receiving feedback from my peers on my strengths and development points was an unforgettable experience. The experiential learning methodology, style of delivery and facilitation techniques remain with me today."

Miltiadis Argyropoulos: Head of Brokerage. Samba Capital Bank. Kingdom of Saudi Arabia.

"Everything can be taken from a man but one thing: The last of his freedoms - to choose one's attitude in any given set of circumstances, to choose one's own way."

Viktor Frankl

Learning Methodology

In an intensive and highly practical leadership experience, the Course enables each participant, through experiential learning, to identify, practise and develop the personal leadership capabilities needed to meet their specific personal and organisational goals.

In a supportive and safe environment, among peers from a diverse range of professional and cultural backgrounds, the Course invites participants to stretch themselves and operate both inside and outside their personal 'confidence zones'.

'Many of us know but few of us do'. Enabling participants to experience leadership and followership 'hands on' bridges the gap between 'the knowing and the doing'.



Course Duration

Five days (residential).

Dates, Locations and Course Fees

Please refer to the attached Course Calendar for dates and locations.

Course fees available by contacting enquiries@leadershipthroughexp.com. Inclusive of accommodation, meals and refreshments.

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Aspire to Lead Course

The foundation Course for new leaders in transition from 'leading self' to 'leading others'.

Course Objectives

The Course enables each participant to experience and practise the roles and responsibilities required in becoming a leader and the relationship between leadership and management.

A personal development plan throughout all stages of the Course will enable each participant to function more effectively in the workplace and helps to prepare them for their transition from 'leading self' to 'leading others'. The leadership themes covered include:

- Self-image and perception
- Communication and active listening
- LtEI's 'Influence Triangle'
- The building blocks of Emotional Intelligence
- The themes of fear, trust and motivation
- Learning theories and the Emotional Learning Curve

Learning Outcomes

- Enhanced self-image and the importance of perceptions
- Greater self-awareness, self-control and self-confidence
- Clarity on the relationship between leadership and management
- Personal motivators and de-motivators
- Coping with fear
- Becoming a more effective team player
- Understanding one's personal learning preferences
- How to influence others without authority power
- Enhanced communication skills and techniques.

For a more detailed outline of the Course, please visit the LtEI website at www.leadershipthroughexp.com

"LtEI has enhanced the true meaning of leadership and teamwork in our emerging leaders. In addition to the facilitative techniques and theories, the practical challenges and the leadership and team work required create a wonderful recipe for understanding and appreciating both the elements and the art of leading self, team and task!"

Hayam Al Awadhi: Executive Director. The Economic Development Board of Bahrain.

*"It is not a matter of whether leaders are born or made.
They are both born and made."*

Jay Conger

Learning Methodology

The Course engages each participant in LtEI's experiential learning methodology through a range of personal and peer-reflection sessions developed around a series of practical individual and team challenges and business simulations. This draws out the core skills and behaviours required in 'knowing and controlling self' and others more effectively.



Course Duration

Four days (residential). The Course commences at 9:30 am on Day One and concludes at 4:00 pm on Day Four.

Dates, Locations and Course Fees

Please refer to the attached Course Calendar for dates and locations.

Course fees available by contacting enquiries@leadershipthroughexp.com.
Inclusive of accommodation, meals and refreshments.

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or email: bookings@leadershipthroughexp.com

Coaching for High Performance

Coaching skills and techniques to inspire, enable and nurture others towards peak performance.

Course Objectives

Good leaders make good coaches. The ability to inspire, enable, clarify and simplify are qualities and skills synonymous with both. Indeed, coaching is as much a part of leadership as leadership is to coaching.

Coaching for High Performance enables each participant to develop the 'psychological mindedness' a coach requires in order to create a higher level of personal competency in their coaching skills and techniques. Peak performance comes from a coach's ability to heighten self-exploration, self-observation and self-awareness in those they coach and to create the self-belief in their untapped potential.

"Coaching must also be results oriented."

Through practising the skills and techniques in established coaching models, the Course also introduces LtEI's own CARE® approach to achieving high performance and highlights the all-important need for outcomes and results through which individuals and teams will ultimately be measured.

Learning Outcomes

- A wide range of applicable coaching skills and techniques
- An appreciation of the personal values and principles that define great coaching
- A heightened awareness of the psychodynamics in effective coaching
- Improved organisational performance and results
- A culture of sharing knowledge, skills and expertise
- Work-related opportunities to learn from real situations.

The Course is adapted to the experience and personal goals of each participant. For a more detailed outline of the Course, please visit the LtEI website at www.leadershipthroughexp.com

"The key to success is LtEI's ability to build trust and encourage participants to successfully undertake personal leadership challenges they might believe is beyond them. Expert coaching then pulls all this disparate learning together and enables the participants to transfer it back into the working environment."

Steve Slater. Head of Leadership and Learning: Scottish Enterprise.

"What lies before us and what lies behind us are tiny matters compared to what lies within us."

Ralph Waldo Emerson

Learning Methodology

Coaching for High Performance combines theory with practice and then more practice in an environment of expertise, feedback and peer-support.

No one begins their career as a coach. Consequently, participants are immersed in the principles of effective work-place coaching through experiential learning. Through practice and application, a range of professional competencies emerge that ultimately lead to the central objective in all coaching relationships ... improved performance.



Course Duration

Three days (residential). The Course commences at 9:00 am on Day One and concludes at 5:00 pm on Day Three.

Dates, Locations and Course Fees

Please refer to the attached Course Calendar for dates and locations.

Course fees available by contacting enquiries@leadershipthroughexp.com.
Inclusive of accommodation, meals and refreshments.

To make your reservation, contact **0044(0)1664 371850**
or email: bookings@leadershipthroughexp.com

Coaching 1-2-1

Coaching 1-2-1

Leaders at every level are influencing or being influenced by an intricate web of actions, reactions and interrelationships. How they lead their teams within this complex and ambiguous environment ultimately defines their results. However, most of a leader's personal challenges tend to arise from sources closer to home, in and around the people and teams they work with. An experienced and capable coach enables the leader to see these challenges from a true perspective.

This is what **'Coaching 1-2-1'** is about ... A leader's primary role is to effectively communicate the organisation's vision and purpose, a strategy for success, and then ensure its execution by providing clarity and the appropriate resources. In doing so, they espouse the organisation's values and achieve its goals by empowering and enabling teams to achieve peak performance.

In our experience, most directors and managers already have the raw ingredients and talent to achieve this. A coach's role therefore, is to maintain the leader's focus on the key challenges, develop their skills and effectiveness and enable the transfer of learning into successful application and outcomes by identifying and reinforcing effective behaviours and recognising and changing those ineffective ones that are inhibiting peak performance.



For a preliminary conversation, please contact LtEI at enquiries@leadershipthroughexp.com

"Coaching sessions with LtEI helped us to successfully manage some difficult business situations. Our Leadership Team operated throughout as one team, trusting each other and understanding how we act and react in challenging situations."

Zsuzsanna R. Tóth, Human Resources Director, Vodafone Hungary.



George Telfer has been a coach and facilitator for more than thirty years. As the founder and Executive Director of Leadership through Experience (International) he has established a truly international client base of leading international multinational organisations by providing a portfolio of open programmes and customised leadership, team development and coaching interventions around the world among many nationalities and diverse business and educational cultures, as well as maintaining long term relationships with leading UK organisations.

George originally studied education, the psychology of sport and physical education, and youth leadership at the University of Glasgow and the Scottish School of Physical Education. After five years as a teacher, during which time he led a large P.E. department, he pursued his commercial career in international sales and marketing and training and development across a wide range of global industries through several management levels to gain international and strategic leadership experience at boardroom and director level.

George is a visiting lecturer in leadership at The Adam Smith Business School at Glasgow University and has delivered leadership modules on several other leading UK Business School MBA Programmes. He holds Fellowships with the Institute of Leadership and Management, the Chartered Management Institute and the Institute of Sales and Marketing and is a member of the Institute of Directors and an Associate Member of the Chartered Institute of Personnel and Development.

Coupled with a Degree in Education and his teaching and sports coaching qualifications, George holds an International MBA from the University of Strathclyde Business School; majoring in Leadership Studies. He was awarded the University's first and only distinguished commendation for his dissertation on 'unforeseen learning outcomes in leadership development', receiving the highest ever recorded marks for a distance based student. Alongside extensive practical coaching experience, his further studies include Diplomas in Transactional Analysis and Executive Coaching from Cambridge University where he now facilitates on the University's Coaching Programme. He is also a certified NLP Practitioner and is professionally accredited and qualified in the use of Belbin and TMSDI team profiling.



2021 LtEI Open Courses Calendar

Strategic Leadership Course

For directors and senior managers engaged in formulating, leading and implementing the strategic direction of the organisation.

| | Fri | Sat | Sun | Mon | Tue | Wed | Thu | Fri | Sat | Sun | Mon | Tue | Wed | Thu | Fri | Sat | Sun | Mon | Tue | Wed | Thu | Fri | Sat | | | | | | | | | | | | | | | | | |
|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|----|----|----|----|----|----|----|----|----|----|----|----|----|--|--|--|--|
| JAN | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 13 | 14 | 15 | 16 | 17 | 18 | 19 | 20 | 21 | 22 | 23 | 24 | 25 | 26 | 27 | 28 | 29 | 30 | 31 | | | | | | | | | |
| FEB | | | | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 13 | 14 | 15 | 16 | 17 | 18 | 19 | 20 | 21 | 22 | 23 | 24 | 25 | 26 | 27 | 28 | | | | | | | | | |
| MAR | | | | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 13 | 14 | 15 | 16 | 17 | 18 | 19 | 20 | 21 | 22 | 23 | 24 | 25 | 26 | 27 | 28 | 29 | 30 | 31 | | | | | | |
| APR | | | | | | | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 13 | 14 | 15 | 16 | 17 | 18 | 19 | 20 | 21 | 22 | 23 | 24 | 25 | 26 | 27 | 28 | 29 | 30 | | | | |
| MAY | | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 13 | 14 | 15 | 16 | 17 | 18 | 19 | 20 | 21 | 22 | 23 | 24 | 25 | 26 | 27 | 28 | 29 | 30 | 31 | | | | | | | | |
| JUN | | | | | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 13 | 14 | 15 | 16 | 17 | 18 | 19 | 20 | 21 | 22 | 23 | 24 | 25 | 26 | 27 | 28 | 29 | 30 | | | | | | |
| JUL | | | | | | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 13 | 14 | 15 | 16 | 17 | 18 | 19 | 20 | 21 | 22 | 23 | 24 | 25 | 26 | 27 | 28 | 29 | 30 | 31 | | | | |
| AUG | | | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 13 | 14 | 15 | 16 | 17 | 18 | 19 | 20 | 21 | 22 | 23 | 24 | 25 | 26 | 27 | 28 | 29 | 30 | 31 | | | | | | | |
| SEP | | | | | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 13 | 14 | 15 | 16 | 17 | 18 | 19 | 20 | 21 | 22 | 23 | 24 | 25 | 26 | 27 | 28 | 29 | 30 | | | | | | |
| OCT | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 13 | 14 | 15 | 16 | 17 | 18 | 19 | 20 | 21 | 22 | 23 | 24 | 25 | 26 | 27 | 28 | 29 | 30 | 31 | | | | | | | | | |
| NOV | | | | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 13 | 14 | 15 | 16 | 17 | 18 | 19 | 20 | 21 | 22 | 23 | 24 | 25 | 26 | 27 | 28 | 29 | 30 | | | | | | | |
| DEC | | | | | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 13 | 14 | 15 | 16 | 17 | 18 | 19 | 20 | 21 | 22 | 23 | 24 | 25 | 26 | 27 | 28 | 29 | 30 | 31 | | | | | |

Strategic Leadership 1
Strategic Leadership 2
Strategic Leadership 3
Strategic Leadership 4

6th - 9th April 2021
15th - 17th June 2021
20th - 23rd September 2021
30th November - 3rd December 2021

- Horsley Court
- Barony Castle
- Coniston Country Estate
- Milton Hill House

UK Public Holidays

Coaching for High Performance Course

Coaching skills to inspire, enable and nurture others towards peak performance.

| | Fri | Sat | Sun | Mon | Tue | Wed | Thu | Fri | Sat | Sun | Mon | Tue | Wed | Thu | Fri | Sat | Sun | Mon | Tue | Wed | Thu | Fri | Sat | | | | | | | | | | | | | | | | | |
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| JAN | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 13 | 14 | 15 | 16 | 17 | 18 | 19 | 20 | 21 | 22 | 23 | 24 | 25 | 26 | 27 | 28 | 29 | 30 | 31 | | | | | | | | | |
| FEB | | | | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 13 | 14 | 15 | 16 | 17 | 18 | 19 | 20 | 21 | 22 | 23 | 24 | 25 | 26 | 27 | 28 | | | | | | | | | |
| MAR | | | | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 13 | 14 | 15 | 16 | 17 | 18 | 19 | 20 | 21 | 22 | 23 | 24 | 25 | 26 | 27 | 28 | 29 | 30 | 31 | | | | | | |
| APR | | | | | | | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 13 | 14 | 15 | 16 | 17 | 18 | 19 | 20 | 21 | 22 | 23 | 24 | 25 | 26 | 27 | 28 | 29 | 30 | | | | |
| MAY | | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 13 | 14 | 15 | 16 | 17 | 18 | 19 | 20 | 21 | 22 | 23 | 24 | 25 | 26 | 27 | 28 | 29 | 30 | 31 | | | | | | | | |
| JUN | | | | | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 13 | 14 | 15 | 16 | 17 | 18 | 19 | 20 | 21 | 22 | 23 | 24 | 25 | 26 | 27 | 28 | 29 | 30 | | | | | | |
| JUL | | | | | | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 13 | 14 | 15 | 16 | 17 | 18 | 19 | 20 | 21 | 22 | 23 | 24 | 25 | 26 | 27 | 28 | 29 | 30 | 31 | | | | |
| AUG | | | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 13 | 14 | 15 | 16 | 17 | 18 | 19 | 20 | 21 | 22 | 23 | 24 | 25 | 26 | 27 | 28 | 29 | 30 | 31 | | | | | | | |
| SEP | | | | | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 13 | 14 | 15 | 16 | 17 | 18 | 19 | 20 | 21 | 22 | 23 | 24 | 25 | 26 | 27 | 28 | 29 | 30 | | | | | | |
| OCT | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 13 | 14 | 15 | 16 | 17 | 18 | 19 | 20 | 21 | 22 | 23 | 24 | 25 | 26 | 27 | 28 | 29 | 30 | 31 | | | | | | | | | |
| NOV | | | | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 13 | 14 | 15 | 16 | 17 | 18 | 19 | 20 | 21 | 22 | 23 | 24 | 25 | 26 | 27 | 28 | 29 | 30 | | | | | | | |
| DEC | | | | | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 13 | 14 | 15 | 16 | 17 | 18 | 19 | 20 | 21 | 22 | 23 | 24 | 25 | 26 | 27 | 28 | 29 | 30 | 31 | | | | | |

Coaching for High Performance 1
Coaching for High Performance 2

21st - 23rd June 2021
22nd - 24th November 2021

- Coniston Country Estate
- Barony Castle

UK Public Holidays

Leadership through Experience Course

An intensive and practical leadership development experience for senior and middle managers.

| | Fri | Sat | Sun | Mon | Tue | Wed | Thu | Fri | Sat | Sun | Mon | Tue | Wed | Thu | Fri | Sat | Sun | Mon | Tue | Wed | Thu | Fri | Sat | Sun | Mon | Tue | Wed | Thu | Fri | Sat | | | | | | | |
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| JAN | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 13 | 14 | 15 | 16 | 17 | 18 | 19 | 20 | 21 | 22 | 23 | 24 | 25 | 26 | 27 | 28 | 29 | 30 | 31 | | | | | | |
| FEB | | | | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 13 | 14 | 15 | 16 | 17 | 18 | 19 | 20 | 21 | 22 | 23 | 24 | 25 | 26 | 27 | 28 | | | | | | |
| MAR | | | | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 13 | 14 | 15 | 16 | 17 | 18 | 19 | 20 | 21 | 22 | 23 | 24 | 25 | 26 | 27 | 28 | 29 | 30 | 31 | | | |
| APR | | | | | | | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 13 | 14 | 15 | 16 | 17 | 18 | 19 | 20 | 21 | 22 | 23 | 24 | 25 | 26 | 27 | 28 | 29 | 30 | |
| MAY | | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 13 | 14 | 15 | 16 | 17 | 18 | 19 | 20 | 21 | 22 | 23 | 24 | 25 | 26 | 27 | 28 | 29 | 30 | 31 | | | | | |
| JUN | | | | | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 13 | 14 | 15 | 16 | 17 | 18 | 19 | 20 | 21 | 22 | 23 | 24 | 25 | 26 | 27 | 28 | 29 | 30 | | | |
| JUL | | | | | | | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 13 | 14 | 15 | 16 | 17 | 18 | 19 | 20 | 21 | 22 | 23 | 24 | 25 | 26 | 27 | 28 | 29 | 30 | 31 |
| AUG | | | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 13 | 14 | 15 | 16 | 17 | 18 | 19 | 20 | 21 | 22 | 23 | 24 | 25 | 26 | 27 | 28 | 29 | 30 | 31 | | | | |
| SEP | | | | | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 13 | 14 | 15 | 16 | 17 | 18 | 19 | 20 | 21 | 22 | 23 | 24 | 25 | 26 | 27 | 28 | 29 | 30 | | | |
| OCT | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 13 | 14 | 15 | 16 | 17 | 18 | 19 | 20 | 21 | 22 | 23 | 24 | 25 | 26 | 27 | 28 | 29 | 30 | 31 | | | | | | |
| NOV | | | | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 13 | 14 | 15 | 16 | 17 | 18 | 19 | 20 | 21 | 22 | 23 | 24 | 25 | 26 | 27 | 28 | 29 | 30 | | | | |
| DEC | | | | | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 13 | 14 | 15 | 16 | 17 | 18 | 19 | 20 | 21 | 22 | 23 | 24 | 25 | 26 | 27 | 28 | 29 | 30 | 31 | | |

Leadership through Experience 1
Leadership through Experience 2
Leadership through Experience 3

10th - 144th May 2021
6th - 10th September 2021
18th - 22nd October 2021

- Coniston Country Estate
- Coniston Country Estate
- Coniston Country Estate

UK Public Holidays

Aspire to Lead Course

The foundation course for new leaders in transition from 'leading self' to 'leading others'.

| | Fri | Sat | Sun | Mon | Tue | Wed | Thu | Fri | Sat | Sun | Mon | Tue | Wed | Thu | Fri | Sat | Sun | Mon | Tue | Wed | Thu | Fri | Sat | Sun | Mon | Tue | Wed | Thu | Fri | Sat | | | | | | | |
|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|----|----|----|----|----|----|----|
| JAN | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 13 | 14 | 15 | 16 | 17 | 18 | 19 | 20 | 21 | 22 | 23 | 24 | 25 | 26 | 27 | 28 | 29 | 30 | 31 | | | | | | |
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| MAR | | | | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 13 | 14 | 15 | 16 | 17 | 18 | 19 | 20 | 21 | 22 | 23 | 24 | 25 | 26 | 27 | 28 | 29 | 30 | 31 | | | |
| APR | | | | | | | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 13 | 14 | 15 | 16 | 17 | 18 | 19 | 20 | 21 | 22 | 23 | 24 | 25 | 26 | 27 | 28 | 29 | 30 | |
| MAY | | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 13 | 14 | 15 | 16 | 17 | 18 | 19 | 20 | 21 | 22 | 23 | 24 | 25 | 26 | 27 | 28 | 29 | 30 | 31 | | | | | |
| JUN | | | | | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 13 | 14 | 15 | 16 | 17 | 18 | 19 | 20 | 21 | 22 | 23 | 24 | 25 | 26 | 27 | 28 | 29 | 30 | | | |
| JUL | | | | | | | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 13 | 14 | 15 | 16 | 17 | 18 | 19 | 20 | 21 | 22 | 23 | 24 | 25 | 26 | 27 | 28 | 29 | 30 | 31 |
| AUG | | | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 13 | 14 | 15 | 16 | 17 | 18 | 19 | 20 | 21 | 22 | 23 | 24 | 25 | 26 | 27 | 28 | 29 | 30 | 31 | | | | |
| SEP | | | | | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 13 | 14 | 15 | 16 | 17 | 18 | 19 | 20 | 21 | 22 | 23 | 24 | 25 | 26 | 27 | 28 | 29 | 30 | | | |
| OCT | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 13 | 14 | 15 | 16 | 17 | 18 | 19 | 20 | 21 | 22 | 23 | 24 | 25 | 26 | 27 | 28 | 29 | 30 | 31 | | | | | | |
| NOV | | | | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 13 | 14 | 15 | 16 | 17 | 18 | 19 | 20 | 21 | 22 | 23 | 24 | 25 | 26 | 27 | 28 | 29 | 30 | | | | |
| DEC | | | | | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 13 | 14 | 15 | 16 | 17 | 18 | 19 | 20 | 21 | 22 | 23 | 24 | 25 | 26 | 27 | 28 | 29 | 30 | 31 | | |

Aspire to Lead 1
Aspire to Lead 2
Aspire to Lead 3

4th May - 7th May 2021
1st - 4th June 2021
18th - 21st October 2021

- Barony Castle
- Milton Hill House
- Coniston Country Estate

UK Public Holidays

LtEI's International Associates



Zsuzanna Toth: Zsuzsi brings a wealth of HR and business experience to LtEI. Zsuzsi has held several senior European roles with global giants such as British American Tobacco. As HR Director for Motorola in Hungary, she has worked with and supported LtEI's Programmes Director over many years, providing LtEI with key insights into international and multi-national organisational culture.



Ian Heywood: Ian is both a coach and a Senior Teaching Fellow at the University of Aberdeen Business School, having previously been Visiting Professor of Learning at the University of Dundee. As founder of 'The Ideas Academy', his internationally renowned publication 'Introduction to Geographical Information Systems' is now in its fourth edition.



Subhadra Telfer: As a Chartered Psychologist and qualified teacher, Subhadra works in the educational sector, supporting children and young adults with cognitive learning and behaviour difficulties. As a senior psychologist, Subhadra brings her expertise in coaching, therapy, counselling and learning to the design and customisation of several of LtEI's programmes.



Ian Buckley: Ian has been Chief Executive Officer for a number of UK and US businesses and has served on both PLC and private company boards. He led a significant management buy-out and its subsequent floatation in 2009 and thereafter, was Chief Executive of ACIS; leading the sale of the business to the US equity company Carlyle. He is now a non executive director with the NHS.



Roger Gill: Roger is currently Visiting Professor of Leadership Studies at Durham University Business School and is LtEI's academic partner on leadership and organisational development. Roger has lectured on leadership around the globe and has published five books on leadership, including the internationally acclaimed publication 'Principles and Practice of Leadership'.



Andrew Salter: Andrew has been legal counsel for one of the UK's top five FTSE companies. Having studied law at Oxford, he now holds several non-executive positions with major companies. Andrew's wealth of leadership experience and his expertise in international law provides LtEI with a truly global perspective on international business.



Jack Perry CBE: Jack was Managing Partner and Industry Leader for Ernst and Young in Scotland. Thereafter, he was appointed Chief Executive Officer of Scottish Enterprise. Jack has served on the Boards of FTSE 250 and other public and private companies and is a past Chairman of CBI Scotland. He has worked closely with LtEI on several international assignments.



John Rutherford: John is best known for his outstanding achievements as a world-class International Rugby Union player. A Scottish International, a distinguished British Lion in New Zealand and an International Coach, John had two successful careers in teaching and finance and brings sport and business perspectives on leadership, coaching, and high performing teams to LtEI.



Paul K Winter: Paul has worked in the field of leadership development for over 30 years as CEO of The Leadership Trust from 1995 to 2011. As Director of The Worldly Leadership Foundation, Paul adds his wealth of experience to both the Voluntary and Education sectors, having previously been a successful Headmaster. He is also a renowned guest speaker on many leadership themes.



Doug Lafferty: Doug has worked with LtEI over many years and brings his international financial expertise to our programme design; formerly with a top ten FTSE company and now as CFO for the Williams Formula 1 Motor Racing Team. Doug has a unique perspective on leadership, teamwork and peak performance in one of the world's most exacting and demanding sporting arenas.

"A person can only perform from strength. One cannot build performance from weaknesses, and discovering one's strengths requires feedback."

Peter Drucker. Harvard Business Review

The LtEI Leadership 360

There are few things more effective in improving performance as a willingness and commitment to act upon honest and constructive feedback from a supportive line manager or one's peers and direct reports.

The LtEI 360 Performance Audit is our on-line '360 degree' feedback facility; designed to highlight capabilities and key competencies, both as a leader and as a team member, in order to identify current strengths and those development areas that may be inhibiting performance.



The 360 Audit provides objective feedback on how one's leadership style and behaviours are perceived by others. Used **diagnostically** to help identify current strengths and aid in the choice of appropriate training and development interventions, it will also assist in identifying personal learning objectives in advance of any training intervention. Additionally, the Audit helps in **post-course evaluation** by analysing and assessing progress. It can be used both as an individual performance audit or to provide group feedback for the organisation if used in a multiple arena. As an on-line tool, participants and their chosen recipients require internet access and up to 30 minutes contact with our on-line questionnaire.

Key leadership and team behaviours are categorised as follows, with further sub-sections that explore core elements in each of these categories in more detail:

Mission and Vision, Strategic Thinking, Business Acumen, Personal Traits, Personal Resilience, Emotional Intelligence, Adaptability to Change, Influencing Abilities, Communication Skills, Empowerment, Organisational Skills, Decision Making, Coaching and Mentoring and Teamwork.

To discuss your requirements further or for more information please contact

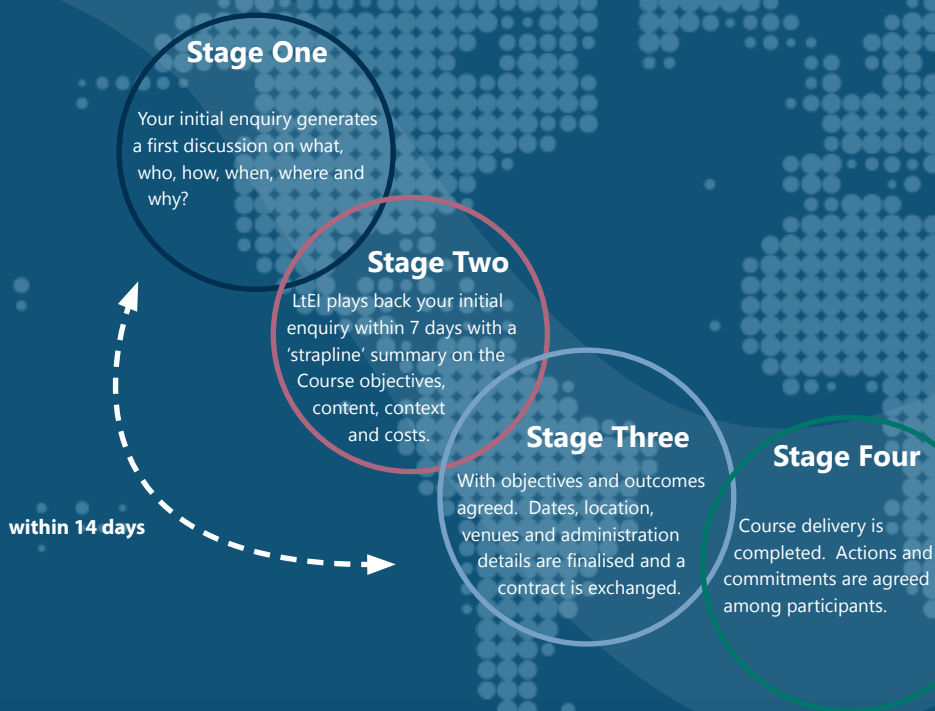
0044(0)1664 371850

or email: enquiries@leadershipthroughexp.com

Customised Courses

LtEI's Customised and Bespoke Solutions for Individual Organisations

Our customised approach enables specific leadership issues to be addressed directly, with the Course design, context, delivery and duration set within the parameters agreed with the client during the planning stages.



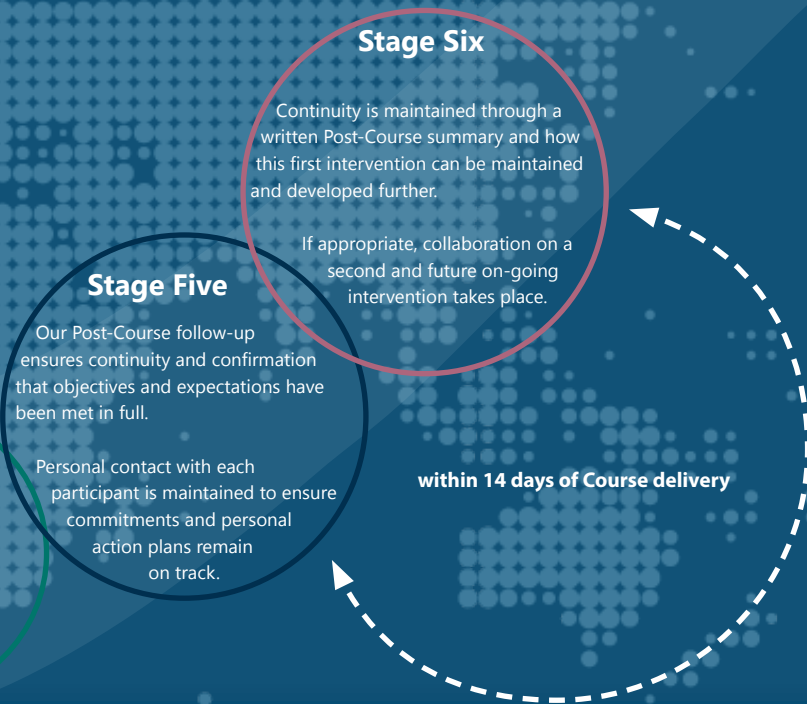
A customised approach will often emphasise organisational issues such as leadership, transition, change, culture and strategy or focus more directly on matters such as trust, teamwork and relationships. When the needs within the organisation are clear and specific, LtEI will design and deliver on expected outcomes. At times, however, the issues are less clear cut and further discussion on what interventions will work best helps to provide clarity on the way forward.

"Personally, I'm always ready to learn, although I don't always like being taught."

Winston Churchill

Customised Courses range from single-day interventions to more extended sessions, generally of four to five days. Alternatively, they may be of a modular approach with a series of on-going interventions over an extended timescale, as with many of our current boards and senior teams.

LtEI's Courses are completely mobile and can be delivered anywhere in the world.



To discuss your requirements further or for more information on how LtEI can work with you on a customised, tailored intervention, please contact enquiries@leadershipthroughexp.com

Alternatively, please contact our Programmes Director; George Telfer at gt@leadershipthroughexp.com

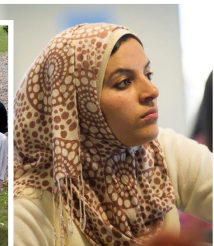
Leadership

Leadership

How good a leader are you right now? Most managers will reply that at the very least they are “above average”. An interesting conundrum for the statisticians though an impossibility for even the average mathematician!

Taking the necessary steps from being average at anything in life to becoming something greater will never be easy. It requires perseverance and willpower and takes practice and then more practice; often with many personal sacrifices and setbacks along the way. Becoming more than just an average leader is no different. Those who thought otherwise seldom, if ever, succeed in making this transition.

Leadership has been defined a thousand times. Yet, in its simplest form it remains a social phenomenon based upon the relationship between those who lead and those who follow. Leadership isn't only about communicating what needs to be done and then doing it; it's about being able to tap into the intrinsic desire in people to want to. People follow leaders not just because of what they say and do but because of who they are and what they stand for. And because ultimately, they believe they will bring them success.



Leadership is a central board in the walkway of life; for it is through leadership that we succeed in our commercial and sporting challenges and through leadership that we bring forward new generations as parents and teachers. The essential knowledge and skills needed and the values, beliefs and behaviours acquired in learning to lead are neither cultural attributes nor are they nationalistic traits; they are universal principles upheld by the care we have for people and by being role models for them, committed to their development and success. It isn't what we achieve for ourselves as leaders but the heights scaled by our teams that define our true successes and achievements. We believe this is why our courses continue to create lasting outcomes anywhere in the world, in all cultures and in every organisation that seeks to grow and develop its present and future leaders.

Experiential Learning

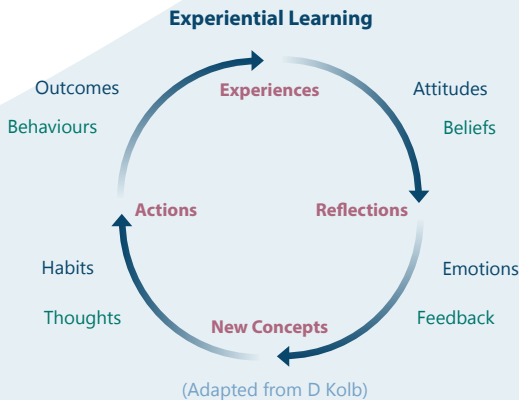
*“Every experience enacted and undergone,
modifies the one
who enacts and undergoes it.”*

John Dewey

Experiential learning means quite simply ‘learning through experience’ and provides the missing link between theory and practice; thereby moving the learner and the learning out of the training room and into workplace scenarios that mirror reality. This is particularly relevant in leadership development, at the heart of which lie our social interactions, a definition of purpose, the accomplishment of tasks and the evaluation of their outcomes. These elements are as prominent in LtEI’s Courses as they are in the workplace.

“Knowing is one thing ... doing is another.”

Our range of Open and Customised Courses translate these principles into a sequential and developmental framework that consciously removes participants from the demands of their work environment; thus allowing them time, freedom, and the space to reflect on their own leadership behaviours in a challenging but less precarious setting than where career or reputation may be at stake. **The learning experience is never imposed; being invitational and taking place in a safe environment essential for people to open up to their personal learning opportunities.**



“Our goal was to work in a more cohesive, collaborative manner across the global network from the centre to the end markets. With LtEI’s leadership, insights, experience and gentle prodding, we tackled the issues, via a range of different challenges, to learn and adopt the right behaviours and attitudes to drive the business; all while thoroughly enjoying ourselves in a stimulating and positive environment.”

Ken Levy: Executive Director Client Services. G2

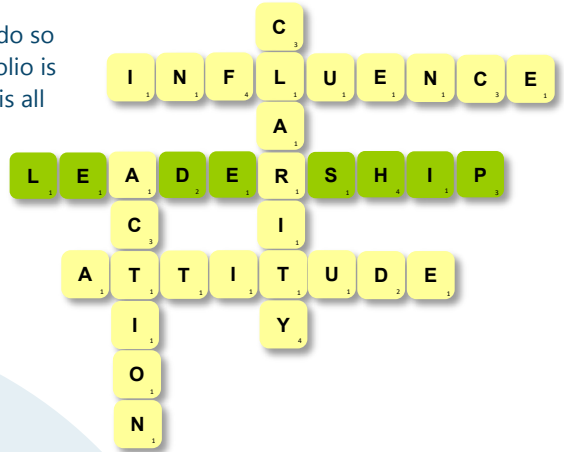
About LtEI

Leadership through Experience (International)

LtEI focuses exclusively on leadership, team development and coaching through the design and delivery of training solutions in client locations both in the UK and around the world.

Our vision is to contribute towards the creation of a worldly community of inspired and inspiring leaders and high performing teams from all professional backgrounds at a local, organisational and individual level.

Our goal is to 'make an impact' and to do so honestly and ethically. Our client portfolio is both UK and internationally based and is all inclusive; comprising the private and public sectors, schools and educational institutions, and 'not for profit' organisations.



Our Core Values

Our clients and their needs come first.

We will listen with courtesy and transparency in our relationships. We aim to deliver on our clients expectations.

Our clients need great leaders and they believe in the value of teamwork.

Our role is to support them in achieving these.

We will always create a **safe, supportive and positive learning environment.**

Each participant is an individual with personal needs and aspirations.

Each brings a new perspective to every course. They help us to learn twice.

We know people learn best when it's **enjoyable, engaging and meaningful.**

Learning is invitational and voluntary; it cannot be forced upon people.

We must continue be a learning organisation and remain at the forefront of leadership development and innovation.

High Performing Teams

We trained hard . . .

but it seemed that every time we were beginning to form up into teams we would be reorganized. I was to learn later in life that we tend to meet any new situation by reorganizing; and a wonderful method it can be for creating the illusion of progress while producing

*confusion,
inefficiency,
and demoralization.*

Petronius Arbiter: circa 27–66 AD



Strong teams will always outperform even the most capable of individuals who choose to act and work independently. Success, sustainability and exceptional results require multiple skills and collective decisions. Becoming a high performing team requires the same.

Together with leadership and a positive attitude within the team, it takes strength and moral courage to overcome any inbuilt resistance and move beyond 'group-think' and the silo mentalities that inhibit progress. Without clarity on individual and collective roles and the responsibilities and accountabilities needed within the team, confusion and misunderstanding reigns. Without high level communication, there is no clarity.

A common challenge in teams is our reluctance, as team members, to make other team members accountable for their individual performance or to willingly allow them to challenge our own. High performing teams don't allow this because they foster a culture of individual and mutual accountability that engenders team spirit and produces outstanding results.



For further information on how LtEI can work with you on a customised intervention for your team, please contact enquiries@leadershipthroughexp.com

LtEI's Leadership Themes



Our client organisations will often highlight a specific leadership theme relevant to the needs of their organisation. To meet this requirement, Leadership through Experience (International) continues to develop a wide range of one-day, non-residential 'Workshops' and 'Master Classes' that explore our clients' chosen leadership topic. Around this specific leadership theme, LtEI will customise the workshop content to make it relevant to your sector, geographical location and your own organisation.



One day 'Workshops' and 'Master Classes' are delivered by our Director of Programmes and Associate Directors. For further details contact enquiries@leadershipthroughexp.com or alternatively, please contact our Programme Director; George Telfer directly at gt@leadershipthroughexp.com.

Our Venues

Coniston Country Estate



Located amidst the beautiful scenery of the Yorkshire Dales.

Visit our Venues page on www.leadershipthroughexp.com for further details and directions.

Milton Hill House



Set among 22 acres of landscaped parkland on the outskirts of Oxford.

Visit our Venues page on www.leadershipthroughexp.com for further details and directions.

Horsley Court



Situated amid peaceful, extensive Surrey parkland.

Visit our Venues page on www.leadershipthroughexp.com for further details and directions.

Barony Castle (Scotland)



Set in the tranquil backdrop of the Scottish borders.

Visit our Venues page on www.leadershipthroughexp.com for further details and directions.

To Reserve an Open Course

Reservations can be made on Open Courses either by booking on-line at www.leadershipthroughexp.com. Alternatively, at bookings@leadershipthroughexp.com

In addition, there are several links to the **Reserve a Course** page on the LtEI website.

Strategic Leadership Course (Refer to the course calendar)

| | |
|------------------------|--------------------------|
| Strategic Leadership 1 | Horsley Court |
| Strategic Leadership 2 | Barony Castle (Scotland) |
| Strategic Leadership 3 | Coniston Country Estate |
| Strategic Leadership 4 | Milton Hill House |

Leadership through Experience Course (Refer to the course calendar)

| | |
|---------------------------------|-------------------------|
| Leadership through Experience 1 | Coniston Country Estate |
| Leadership through Experience 2 | Coniston Country Estate |
| Leadership through Experience 3 | Coniston Country Estate |

Aspire to Lead Course (Refer to the course calendar)

| | |
|------------------|--------------------------|
| Aspire to Lead 1 | Barony Castle (Scotland) |
| Aspire to Lead 2 | Milton Hill House |
| Aspire to Lead 3 | Coniston Country Estate |

Coaching for High Performance Course (Refer to the course calendar)

| | |
|---------------------------------|-------------------------|
| Coaching for High Performance 1 | Horsley Court |
| Coaching for High Performance 2 | Coniston Country Estate |

To Discuss and Reserve a Customised Course

To discuss how LtEI can work with you on a customised, tailored intervention, please contact enquiries@leadershipthroughexp.com

Alternatively, please contact our Programmes Director; George Telfer at gt@leadershipthroughexp.com

If you tell me, I will listen.
If you show me, I will see.
But if you let me experience ...
I will learn.

Lao-Tse. 6th Century BC

Leadership Development through Experiential Learning

 **ORGANISATIONAL DEVELOPMENT**

 **TEAM DEVELOPMENT**

 **COACHING & PERSONAL DEVELOPMENT**

Leadership through Experience (International)

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Fax: 0044 (0)1664 371850 | Web: www.leadershipthroughexp.com