



Navigator:

Developing while you succeed

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Taking charge of a senior role is a time of extraordinary risk and opportunity for the leader.

The Turning Point offers you a flexible and integrated programme to enhance your capability to make a success of new, and usually bigger, roles with responsibility over a division or whole organisation. In today's organisations, where the pace of change and the demands on performance are ever increasing, enhancing this capability is an absolute necessity.

Designed for senior leaders, the programme is tailored to their personal needs and undertaken entirely confidentially.

The Turning Point offers you the ***Navigator*** programme, containing four elements which combine to give you optimum support to succeed in your transition and also to grow as a leader.

What follows are brief descriptions of the main components of our ***Navigator*** programme.

Element One: Compass Setting Workshops

These workshops will give you a good understanding of the deeper personal, business and organisational issues you need to master as you take on a new role. You will learn how to sharpen your ability to enquire skilfully into your own and other's experience of transition, and how to make bold and yet safe experiments to broaden the range of your useful behaviours. During the sequence of workshops, you will work with the same group of 4-6 other senior managers confronting many of the same issues in transition.

Three one-day workshops are spaced out over the 6 months duration of the programme.

Workshop One: Learning the ropes

You will learn:

- How to remain calm and grounded in transition, by recognising where you are in one of four key stages
- How to identify the eight “tensions” active in transition and then to become skilled at balancing these to best effect
- How to enquire skilfully into the experience you and others are having in transition – a core skill
- How to choose and use one of four essential management styles depending on the needs of your situation
- How to plan your transition taking all these factors into account

Workshop Two: Practicing the climb

You will learn:

- How to identify the “hills” you want to climb so as to broaden out as a leader
- How to identify the specific behaviours you want to become more skilful at
- How to select, plan and then rehearse experiments you will undertake back in your own business world

Workshop Three: Looking back and looking forward

You will learn:

- How to review the facts and feelings of the experience of transition you have had
- How to plan the next phase of your transition based on the deeper knowledge you now have about yourself
- How to give (and receive) powerful but respectful feed-back

These three workshops will take place in a congenial and relaxed setting in Central London, starting at 0900 and finishing at 1800.

Element Two: Personality profiling

To succeed as a leader in more exacting circumstances, you need to increase your self-awareness. You act according to who you think you are – to increase your capability to act skilfully, you need to have a more accurate perception of who you are. Through psychological profiling, you will gain a new realism about your traits and their preferences, and a greater understanding of the impact different types of situations have on you.

The Turning Point uses two profiling tools: the **Leadership Transition Profiles** questionnaire, based on its own research work into leadership transitions and the **NEO “Big Five”**. After filling in both questionnaires, you will have a 90 minute feed-back and discussion session with The Turning Point’s occupational psychologist, Dr John Roscoe. You will learn what your natural style is as a leader in transition, and will be able to identify what traits you can develop to create a balanced and appropriate style for the new context you are in.

Element Three: Transition learning sets

Experience tells us that you will learn significantly more about how to manage your transition if you work alongside other peer managers going through similar transitions. By comparing and exchanging the business and leadership issues involved in each person's transition, you will greatly expand your vision of your own situation and the options open to you. In the course of Navigator, you will take part in four transition learning sets, each of approximately three hours.

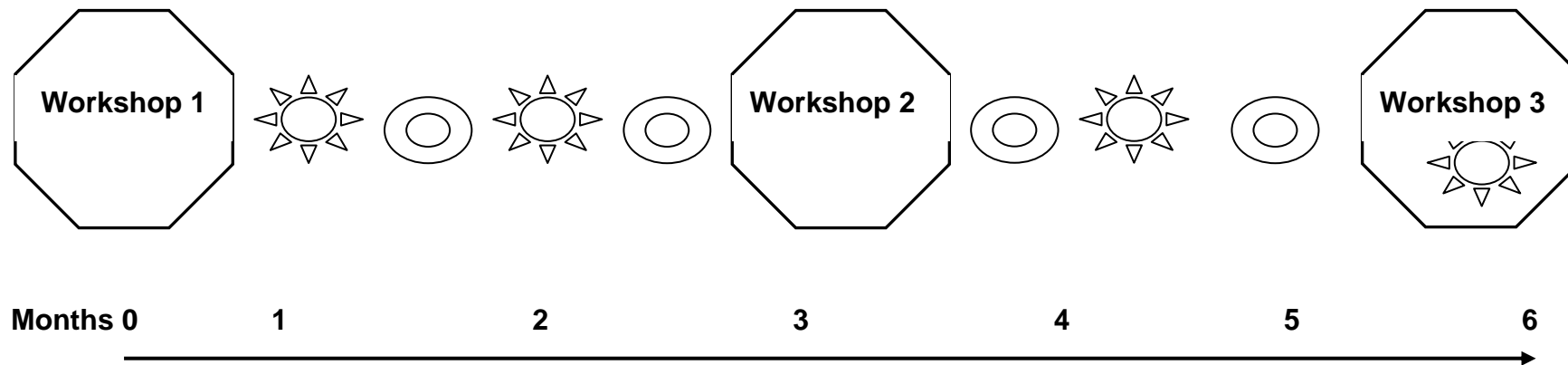
The learning sets are structured events in which you practice applying the cycle of enquiry, one of the core tools offered in the Compass Setting Workshops.



Element Four: Transition coaching

What prevents most people from making as much progress as they wish in transition is a lack of clarity about their situation and an inner resistance to confronting elements within it. The most effective way to grapple with these blockages and to make real progress is one-on-one transition coaching, delivered confidentially. Coaching is a safe forum for you to work out what experiments you could undertake in your daily business. In the course of ***Navigator***, you will receive four 2-hour coaching sessions delivered by a transition coach accredited and trained by The Turning Point.

In these sessions, you will get to the heart of the blockages you are encountering in your transition and explore and commit to a range of actions you can take to overcome these.

The Sequencing of Navigator



-  Compass-setting workshops
-  Transition Coaching
-  Transition learning sets

The benefits of *NAVIGATOR*

With minimal time taken out of working hours, *Navigator* will enable participants to lead more successful transitions by:

- Becoming more self-aware
- Developing their openness to change
- Building their courage to experiment

Organisations benefit through:

- Lower turnover of senior roles, with less disruption to the business
- Higher return on recruitment and salary costs
- Greater likelihood of achieving organisational and business goals.

The Turning Point

The Turning Point's business is leadership. We are a group of consultants with a unique blend of skills and experience in working with people and organisations combined with a solid grounding in education, research, and practical leadership. We help leaders to succeed in taking on demanding new roles, inspiring their people and integrating their organisations. The Turning Point invests 12.5 per cent of its revenues into research & development. It has excellent collaborative relationships with partner firms in Paris and Frankfurt.



How much *NAVIGATOR* costs

Navigator costs £12,000.00 exclusive of VAT, but inclusive of all material and venue costs.

Contact us

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Phone or e-mail Bridget Farrands on: 01865 777919 or bridget.farrands@theturningpoint.co.uk

Our people

Richard Elsner - MANAGING DIRECTOR

Richard is a consultant and a writer. His greatest professional interest is in helping make leaders' transition a time of achievement and of learning. He has worked for the last 15 years as a change and organisation consultant, in Central Government and the private sector. Before co-creating The Turning Point, Richard worked as a partner or principal with DIA.logos, KPMG and Kinsley Lord and as a senior manager in the media and advertising business. He did an MBA at IMD in 1985, after spending ten years focusing on Africa, firstly in rural development work and then for Amnesty



International. In 2004, Richard co-authored *Leaders et Transitions* (Village Mondial, Paris) with Gilles Amado and in 2006 co-authored *Lost in Transition* with Bridget Farrands.

Bridget Farrands – CHAIR

Bridget has worked as an organisation consultant for the last 16 years in the UK, Europe and USA. Most of her work is with large, private-sector corporations; she is interested in the intersection of culture, leadership and learning and what that means for individuals and their teams. She also works as a coach with individuals who want to develop themselves as people and leaders. Bridget has recently been researching the so far unexplored territory of leaders' personal experiences in making transitions to senior roles and published this research in October 2006 in *Lost in Transition*, which she co-authored with Richard Elsner. She is a qualified therapist and brings the skills and insights of this training to her work with individuals and teams.

Dr John Roscoe

A chartered occupational psychologist, John took a BA Honours degree in Psychology, an MSc in Occupational Psychology and went on to complete his PhD on professional decision making in 1988. The first half of his career was spent in line management initially in the public sector and then as a company secretary and director. Following a period in academia, he moved to consulting and has developed a particular interest in working with senior managers principally in the commercial sector, drawing on both his previous managerial experience and psychological insights. The main thrust of his work now is on senior management selection and in the personal development of executives following promotion to significant leadership roles.

Gordon Sinclair

Gordon is an organisation consultant, working for more than twenty years with individual, team and organisation development. He has extensive experience and expertise in business performance improvement, through enabling the talents and potential of people. His work has contributed directly to business success by delivering systemic organisational change, requiring key shifts in culture and behaviour. He has supported a wide range of leaders, teams

and organisations, from Board level people to the 'shop floor'. Gordon had a first career in the UK Civil Service. A move into training set him on a new path that led to the oil industry, where he was latterly Organisation Development Manager for Shell's oil and gas operations in the UK. He has run his own consulting business since 1998.