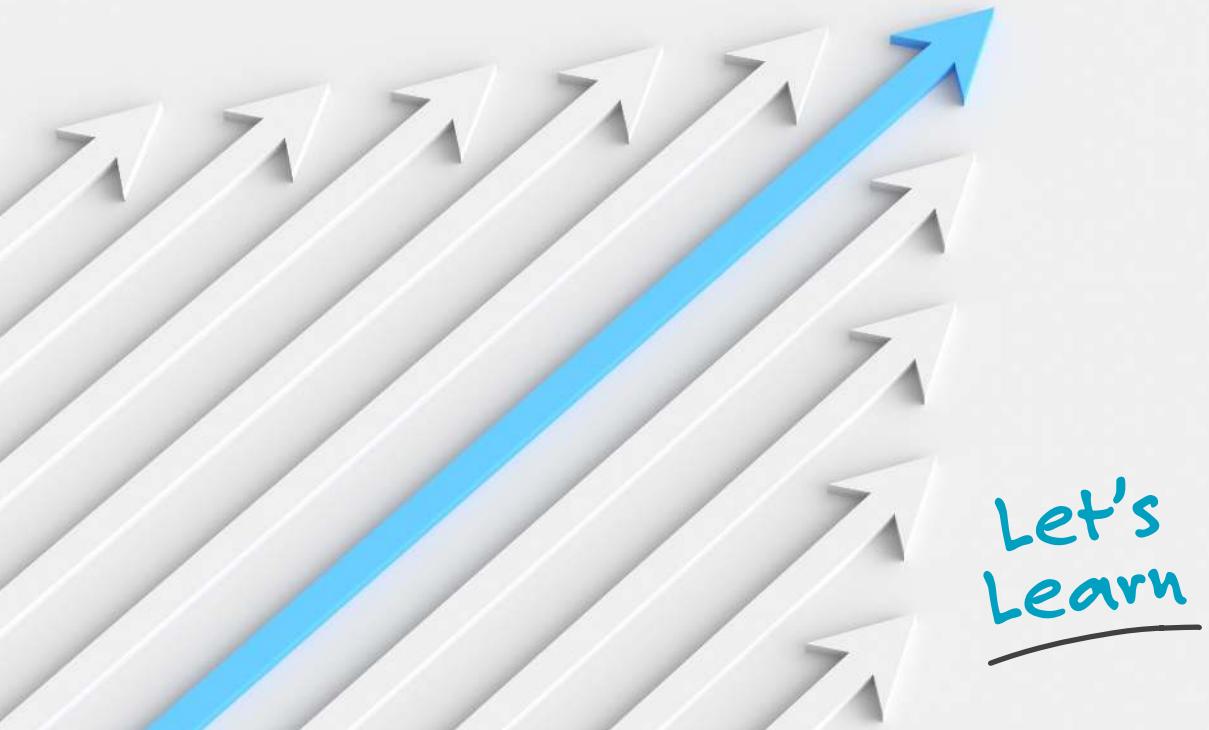
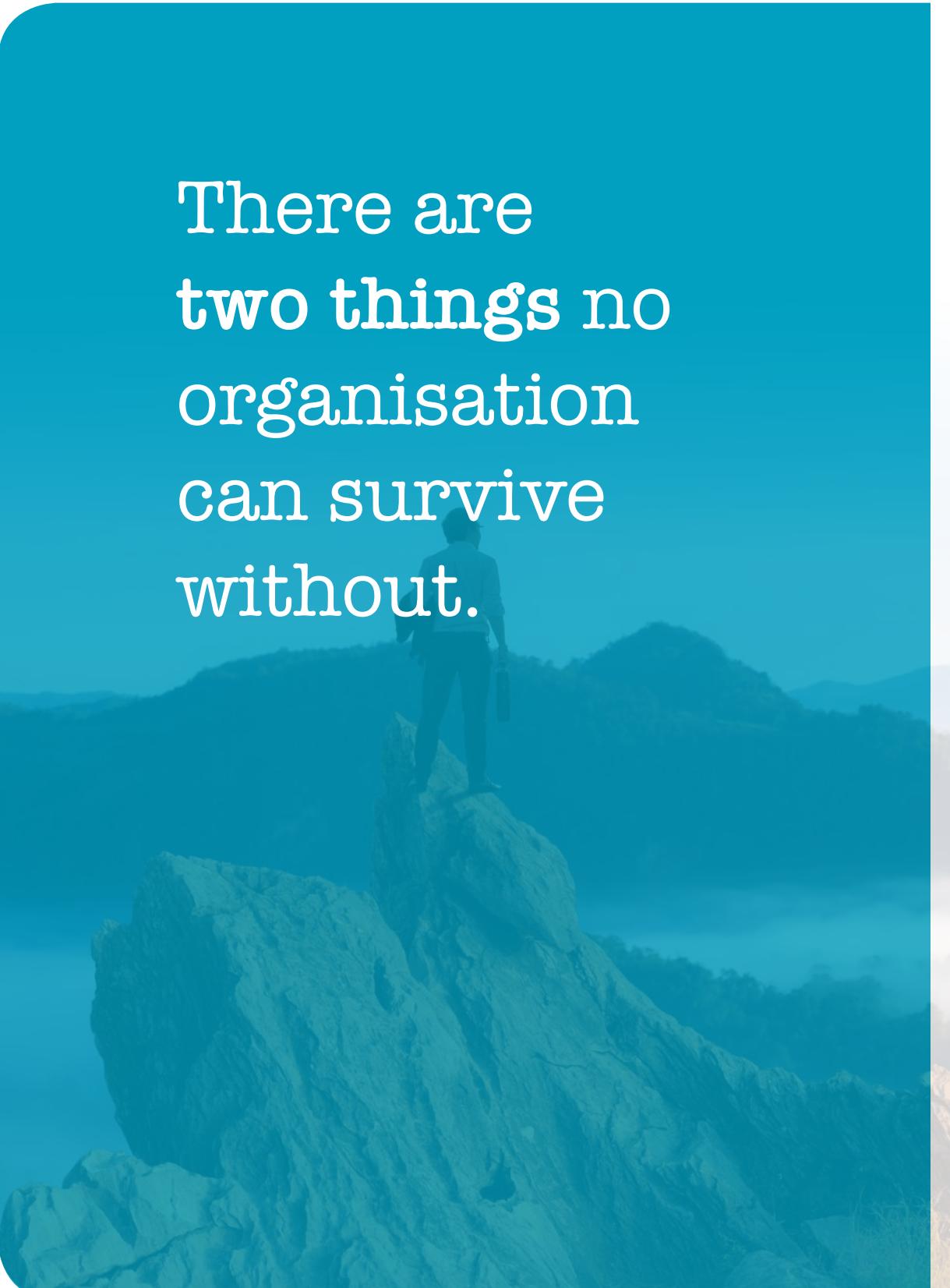


ASK[®]

management & leadership **DEVELOPMENT**

Our proven programmes for
managers and leaders





There are
two things no
organisation
can survive
without.

THE FIRST OF THESE IS PEOPLE

No matter how streamlined or effective an organisation's systems, processes and procedures, it is only through its people that it can deliver performance, productivity, creativity and customer service. For this reason, being an effective manager or leader must include mastery of the interpersonal and relationship skills that enable us to engage and inspire others.

THE SECOND IS CHANGE

Organisations are no more islands than individuals, and the forces of competition, technology, social and culture change impact on us all. The true challenge is not to be ready for today, but for tomorrow.

We are committed to accelerating your success through developing your people. If our clients are to prosper, it is our responsibility to guide and support their managers and leaders, both new and established, in driving change successfully while continuing to inspire those they lead.

Since 1994, we have worked with global blue-chip private sector clients and public sector organisation delivering programmes and consultancy that combine high impact behavioural change with pragmatic performance improvement. We offer specifically focused workshops, sophisticated evaluation tools and events that explore different aspects of what it takes to become a truly exceptional manager or leader.

But our real offer is our breadth and range of capabilities and experience. Our consultants, facilitators and coaches have helped organisations across the world tackle challenges that include leading change, cultural transformation and performance management.

All levels of management can benefit

We offer programmes suitable for managers and leaders at all levels of your business, which can be tailored to match your required behaviours, competencies and outcomes:

NEW MANAGERS DEVELOPMENT PROGRAMME

DESIGNED FOR:
Supervisors, Team Leaders and those recently promoted to management roles with no previous experience

CONTENT:
3 x 1-day workshops with pre, mid and post-workshop activity

DEVELOPING MANAGERS PROGRAMME

DESIGNED FOR:
Operational managers looking to make the next step in their career

CONTENT:
3 x 1-day workshops with pre, mid and post-workshop activity

LEADERSHIP DEVELOPMENT PROGRAMME

DESIGNED FOR:
Senior leaders with experience

CONTENT:
3 x 1-day events with pre, mid and post-workshop activity

EMERGING LEADERS PROGRAMME

DESIGNED FOR:
Talented managers with potential as future leaders

CONTENT:
3 x 2-days workshops with pre, mid and post-workshop activity

Highly experiential sessions

All our programmes are built around highly experiential sessions – whether they are facilitated discussions with Executive Boards or practice exercises for managers trying new tools and techniques – all designed to be challenging, intensive – and fun!

Participants who are enjoying the experience, are participants that will learn.

Our programmes reflect a common structure of topics that are relevant to all levels of management and leadership:

YOURSELF

- Emotional intelligence and agility
- Resilience and well-being
- Decision-making and creativity

OTHERS

- Social awareness and relationship management
- Performance management
- Coaching for organisational development

ORGANISATION

- Modelling leadership behaviours
- Ownership and accountability
- Leading successful change

We make these topics relevant for all levels of management and leadership by aligning our content to their roles and experience within the client's organisation. A key benefit is that all development activities share common threads and create a coherent set of behaviours and competencies across all of your activities.

“

Telling people what
to do is showmanship.
Showing people how to
do it is leadership.

JANNA CACHOLA

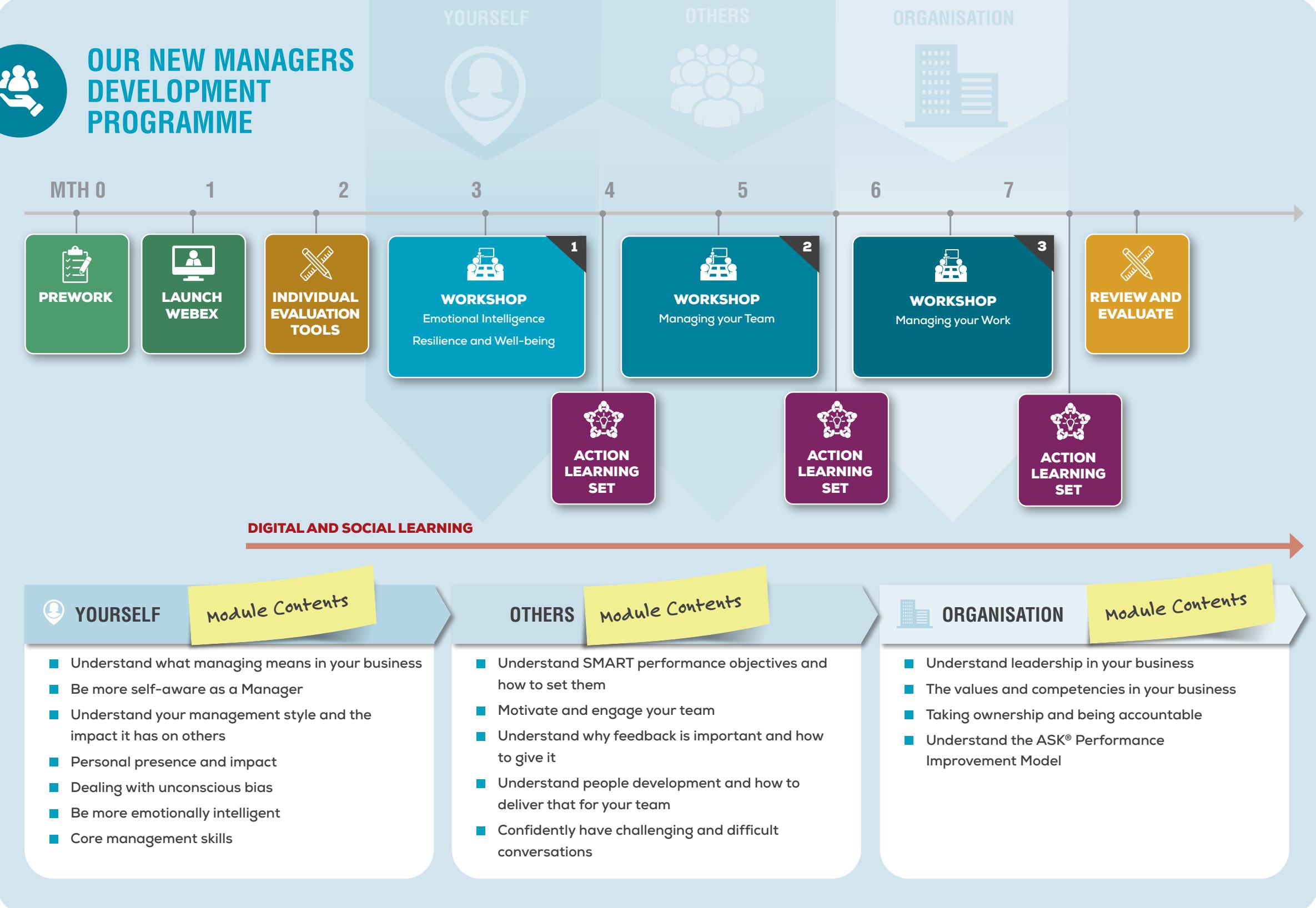
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This is how
we do it.



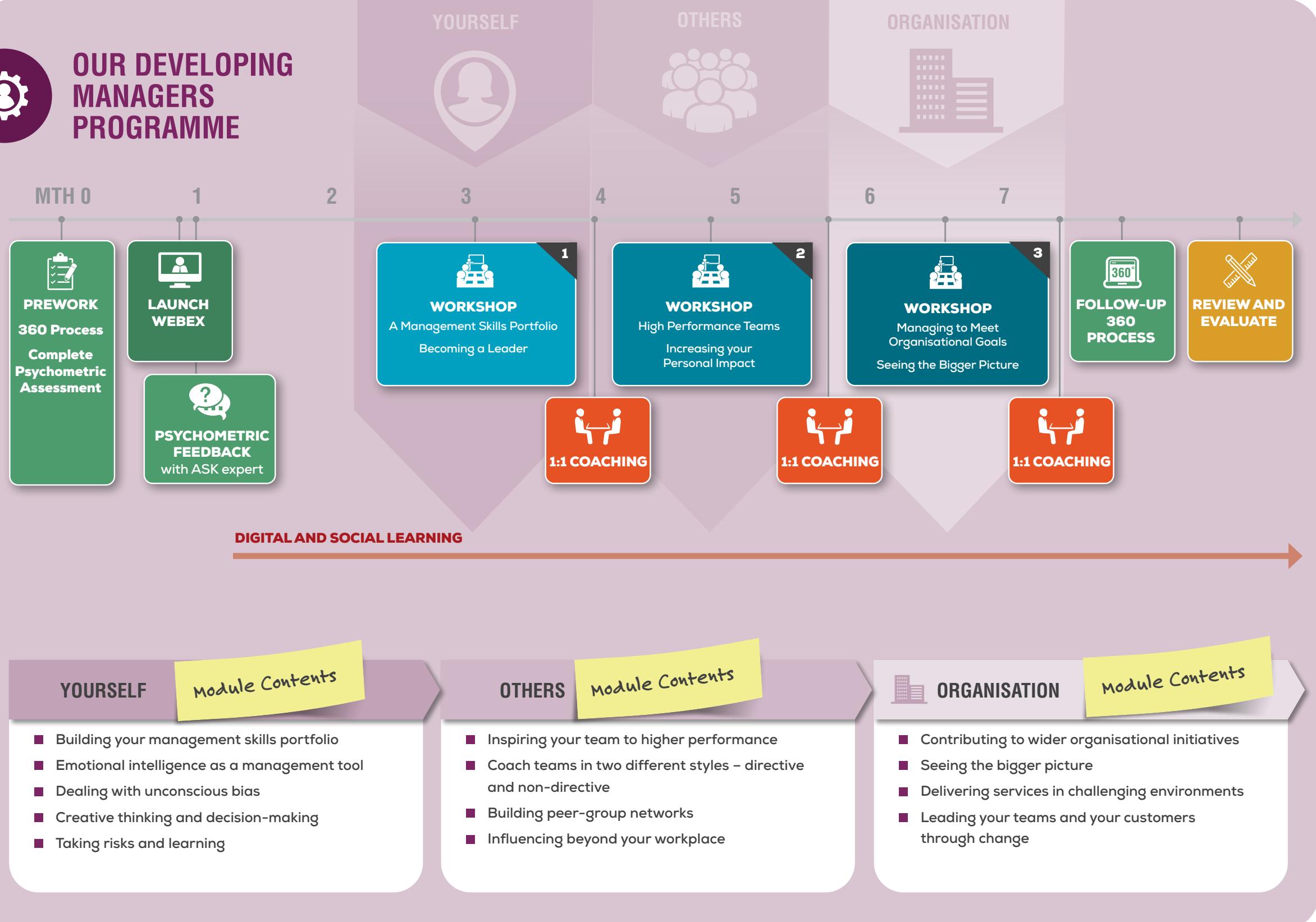


OUR NEW MANAGERS DEVELOPMENT PROGRAMME





OUR DEVELOPING MANAGERS PROGRAMME





OUR LEADERSHIP DEVELOPMENT PROGRAMME



DIGITAL AND SOCIAL LEARNING





OUR EMERGING LEADERS PROGRAMME

YOURSELF



OTHERS



ORGANISATION



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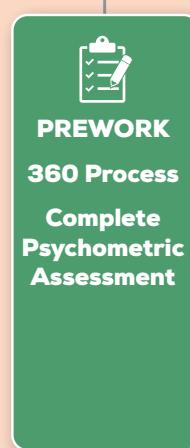
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DIGITAL AND SOCIAL LEARNING



ATTENDANCE AT SENIOR LEADERSHIP EVENTS



YOURSELF

Module Contents

- Understand what leadership means in your business
- Understand what leadership means for you
- Increasing self-awareness
- Developing emotional agility
- Personal presence and impact

OTHERS

Module Contents

- Leading high-performance teams
- Motivation and engagement
- Inclusivity for leaders
- Personal presence and impact
- The role of trust in leadership
- Coaching and feedback – how to use them

ORGANISATION

Module Contents

- How great leaders inspire others
- Leading people through change – why change fails?
- The language and communication of successful leaders
- Setting strategy and taking risks

Our programmes are more than just workshops.

Everything we do can be tailored to our client's exact needs - right down to the language and terminology we use, and the real scenarios taken from your business to make our learning realistic and relevant to everyone taking part.

We firmly believe in the 70:20:10 rule and know that workshops are only a small part of building new skills and embedding new behaviours. Within our programmes we include a wide-range of other learning techniques and resources to help learners achieve their very best. These can include:

- **Pre-work, webinars and sponsor involvement** – all combine to engage participants and give our programmes a fly start
- **Psychometric and 360-feedback tools** – giving participants clear feedback on their own strengths and preferences, and how they interact with others: a solid foundation for new skills and behaviours
- **Action learning sets** – building a platform for future peer-group networks and cross-organisational collaboration, making the business work effectively with itself
- **Individual coaching** – dedicated sessions with highly qualified coaches to resolve workplace challenges and build leadership potential
- **Digital learning pathways** – online resources available through our Learning Management platform – or your own – for reinforcing and extending learning back in the workplace
- **Line manager engagement** – implementing action plans in the workplace can undermine learner confidence if there is no support – we engage line managers from the outset to ensure that support is ready and in place
- **Programme evaluation** – we use step changes in 360-degree feedback after our programmes as well as direct feedback from participants and our consultants to demonstrate the effectiveness of our programmes
- **Webinars, bite-sized learning, peer-group forums, tutor drop-in sessions** – we have a wide-range of tools to ensure our learning is sustainable and new skills and behaviours are embedded for lasting change

Guiding principles for developing your management and leadership talent.



- Prepare people early in their career – leadership is not about the position someone holds in the hierarchy but the way they conduct themselves and the behaviours they display
- Don't assume everyone wants to be a leader – openly discuss the implications for an individual's work style and job satisfaction: attend to the psychological aspects as well as skill sets
- Be clear about the distinction between managing and leading and provide development that focuses on both
- Provide resources and support with coaches or mentors at the right time and with the right expertise
- Help people find their own authentic way to be a leader beyond the organisation's formal descriptions
- Build leadership development goals into the organisation's own
- Implement an effective performance management process and hold individuals and their managers accountable
- Help experts understand that leaders earn respect for what they do and say, rather than what they know
- Increase the likelihood of learning being transferred back into the workplace by providing a development programme that responds to the needs of each participant

Who we are...



ASK Europe plc is a Leadership and Management Development consultancy based in Cranfield. As a progressive and innovative company, we utilise the most current development tools and theories, interlinking the newest methods with tried and tested models we know give the best results.

We align our programmes with your corporate values and business objectives and all of our facilitators and coaches are selected for their skills and their specific industry experience, ensuring you get development solutions matched perfectly to your organisation.

We can support your programmes with a range of added-value services, including:

- **Mentoring and Coaching** – If you really want results, a 1:1 coaching package really gets results. Our coaches encourage honesty and a fresh approach to the coachee. We offer packages suitable for all levels of your business, whether it's Executive coaching or on-the-job mentoring and support
- **Digital Pathways** – Built on your learning management system or our own, easily configurable, platform
- **Consultancy** – If your L&D offering requires modernisation or realignment with changing objectives, or if you simply need expert help in identifying the right L&D interventions, then ASK's Consultant team will be able to support you. From a complete programme re-design to competency frameworks and selection processes, we can help
- **Accreditation** – Our wholly owned subsidiary, Insight Management Solutions, is an ILM centre allowing us to offer accreditation for our programmes – supporting learners with recognised qualifications
- **Apprenticeships** – Through a group company we now offer management apprenticeships to ILM level 3 and 5 using the apprenticeship levy scheme, another rewarding route to leadership for staff wishing to progress

Our management and leadership solutions at a glance



where are you on your management and leadership journey?



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