



Conder & Company

High performing teams don't happen by accident. Leaders will need to use their human leadership skills to create real moments of connection in both the virtual and co-located office space.



Masterclasses

The human leader – a new era of people-centred leadership

The pandemic has revealed that we're all human beings and no one is immune. Those leaders who have excelled have demonstrated their human side and have demonstrated vulnerability and created trust in their people.

Being a great leader today is about being and showing you are human and relating to your people as humans.

People centred leadership has always been important but the situation we are now in has demanded a step change. We have witnessed or felt the absence of leaders who understand and embrace the humanness of people and this has either set successful leaders apart or highlighted their inadequacy. Fundamentally, business is all about people, how they think, feel and behave and how we together develop important connections and relationships.

This year has caused many of us to think more deeply about our lives and reprioritise what is important for us, so we have set new values and standards for ourselves. For many, keeping up the same level of focus and intensity feels very challenging and for others the inability to predict and envision their future has triggered their brain into threat mode.

The human dimension of leadership

Why does being a human leader really matter now?

Never before have we been more connected but less connected at the same time. People have a need for social connection to be happy and successful and this applies to relationships inside work as well as outside. We are now all wanting to resist the temptation to compartmentalise different aspects of the human experience and want to feel we are able to be authentic.

Leadership needs to feel local and more personal with high levels of psychological safety and trust where people can be themselves and feel motivated to perform at their best.

We have become more aware of the dangers of lack of human connection and the need for a sense of belonging and feeling valued. We know that it not only reduces productivity, performance and creativity but actually results in poor well-being and even physical pain. The successful leaders in the new world as we emerge out of the pandemic will be those that really understand in their stomachs, that leading is not a series of activities or processes but a series of connected human interactions.

Empathy for others including empathy for another's suffering or perspective has gone up the scale of importance and is likely to stay there, particularly for those in positions of authority. People expect leaders to be transparent, honest and to be as human as is possible. We expect integrity, and to be led by people who do what they say they will do and have no hidden agenda.

Many leaders are wanting to enhance their own mental fitness as well as that of their teams. Now more than ever before, we understand the link between wellbeing and happiness and how this facilitates the achievement of personal and organisational ambitions. After such unparalleled times, many leaders are needing to arm themselves for different types of conversations with their people. With many important changes in the world of work, many leaders have become aware of their capacity to change someone else's reality every day. In the new environment of human centred leadership, a leader's thoughts and emotions become contagious, so leaders need to be much more cognizant of them.

Leaders can no longer shy away from the complex, uncertain and ambiguous environment that we are all in. There is a new requirement to communicate a sense of purpose and support the team in creating a team purpose and vision. There is an increasing necessity to be comfortable with uncertainty and tolerate ambiguity. Leaders need to help their teams be agile and adapt to handling uncertainty and build a competence to make decisions in changing and complex situations. They also need the ability to create inclusive cultures including embracing diversity of thinking and behaviour.

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The human dimension of leadership

Human centred leaders will need to communicate, communicate and communicate as we move through turbulent times and new opportunities. Fostering the environment for learning, asking questions, being curious and reflecting, will be essential in both virtual and hybrid teams as we deliver changes to business models and ways of working, In response, leaders will increasingly need to be able to harness the energy of their people to positively respond to this.

It's about leading from a place of deep humanity.

We all know the phrase, “look after your people, they will be happier and perform better for themselves and you.”

Why is this so important in a hybrid environment?

Some people have returned to offices for some of the time, while others are still remote, and many will remain so for some time. This creates an imperative for leaders to successfully lead hybrid teams. For many global organisation's hybrid teams have existed for some time but now with the uncertain environment and new expectations from employees, hybrid team leadership will be more important than ever, and this is a specific capability that many leaders still need to hone.

In times of uncertainty and disruptive change, the ability to create, develop, and empower high-performing teams including hybrid teams will give organisations a lasting competitive edge.

We have all become more aware that social relationships are a primary motivator for human behaviour and humans have a fundamental need to belong. Deloitte research found that 79% of organisations say fostering a sense of belonging is important or very important for the success over the next 12 to 18 months and pre-Covid, only 13% said they were ready to address this trend. The new model of hybrid working in many organisations will exacerbate the need for new skills to create this sense of trust and belonging.

Many businesses, through summer and beyond are therefore enhancing their culture with a set of new, shared skills, mindsets and ways of working for their people. Even at work there is now a need for people to feel connected on a personal level and have the capability for deep, meaningful conversations in the virtual setting. This includes the skills and confidence to have difficult discussions and negotiations over video calls and to handle receiving and giving feedback constructively and

Leaders can no longer shy away from the complex uncertain and ambiguous environment that we are all in.

Coaching and creating the environment for learning, asking questions, being curious and reflecting will be essential in both virtual and hybrid teams.

Connecting with others whilst being physically apart has become a skill at the heart of relationships and social networks. Hybrid working means they need to be even better and intentional about building trust and connection between people.



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sensitively.

In times of disruptive change, this ability to create, nurture and empower high-performing virtual teams means leaders are going to have to work harder than ever before to guide, motivate and inspire their teams to adopt the myriad of change that is coming down the line. Leading and facilitating change remotely requires a different connection when people are not having informal conversations and discussions which is so important to create a shared view of why specific changes are needed. Supporting people through their personal change journey remotely will be necessary when change conversations and planned face to face conversations are substantially reduced.

An added complexity to lead dispersed teams is when some people are co-located and others are remote at different times. Those that rely solely on the technology to do this for them will trigger a high risk to their success as a leader and for the businesses.

Some leaders have the limiting and incorrect belief that a team with many individuals of high performance is a high-performing team.

Leaders often say they lack the understanding of how to enable their teams to work collaboratively, preferring instead to lead their teams through silos. It's not about better performance of individuals but how they connect with each other that really matters.

Leaders will need to coach more around relationships; one to one, between team members and even between teams and into stakeholders, partnerships and networks. Peter Hawkins, an experienced team coach, has described this as 'wide angled empathy.' Some leaders believe teams are too much trouble or they fear the time and personal discomfort and risk that can happen, yet the potential performance of a team is much greater than for a collection of individuals. Leaders will need to use their human leadership skills to create real moments of connection in both the virtual and co-located office space and facilitate the connection with other teams including client's and business partner teams.

High-performing teams don't happen by accident. Leaders will need to use their human leadership skills to create real moments of connection in both the virtual and co-located office space.

Leaders need the mindset and behaviours to proactively avoid the negative impacts from the last year which in many cases has created a trust and connection deficit which going forward will need to be rebalanced in order to overcome the potential adverse future challenges from hybrid working: This programme helps leaders to:

- retain and rebuild strong connections
- build trust in customers, their teams and colleagues

Even at work there is now a need for people to feel connected on a personal level and have the capability for deep, meaningful conversations in the virtual setting. This includes the skills and confidence to have difficult discussions and negotiations over video calls and to handle receiving and giving feedback constructively and sensitively.

The sessions provide an understanding of, and strategies and tools for, managing human emotions, mindsets, motivation, and behaviours to achieve optimal wellbeing, performance, and success for everyone

Leaders need the mindset and behaviours to proactively avoid the negative impacts from the last year which in many cases has created

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- increase their visibility and ability to influence their teams in a hybrid virtual and face to face setting
- facilitate strong connections and ways of working between their team members.
- appreciate and recognise their people, mitigating against, 'out of sight out of mind'
- increase their influence and create increased comfort in speaking up in a virtual environment.
- develop skills and techniques for enhanced collaboration and creativity
- overcome limitations of peer-to-peer learning and development
- develop strategies to overcome the reduction in informal networking that would normally happen by the desk or watercooler or at the beginning or end of meetings.

What other benefits can people centred leaders expect?

Participants will have a chance to reflect on their own experience, appreciate their own leadership style, qualities and strengths and enhance their skills to lead in a more human centred way. In essence they will learn new mindsets and behaviours that will free them to experiment with a repertoire of new leadership behaviours and develop their personal human leadership style.

Self-awareness has become a threshold level as a skill for successful leaders. It is now crucial for leaders to have a clear idea of what leadership means to them, their own personal version of leadership in their own unique style so they can lead authentically.

leaders will really understand who they are as a person, their strengths, weaknesses and blind spots. They are not afraid to show up with vulnerability. They will see the organisation through the eyes of their people, putting themselves in their shoes. They will enhance their understanding of the personal impact of their decisions and build a picture of their people as human beings. An improved ability to listen, to ask questions and really listen to the answers will mean people feel more understood, and a closer human connection is built. People will also feel more appreciated and more engaged so will be more willing to give their time and energy to make themselves and their organisation successful.

The need to create a psychologically safe environment where people feel able to be themselves, are included and feel able to speak up, has never been more important. These new skills will enable them to make even more time for their teams, open up discussions about a whole range of things having built psychological safety and created a collaborative fun dynamic culture.

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High-performing teams don't happen by accident. Leaders will need to use their human leadership skills to create real moments of connection in both the virtual and co-located office space.

Leaders become more self-aware of their own humanness, understand what they're good at and what they're less good at with the chance to reflect on the impact they have on people.



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By being more able to be vulnerable, leaders often feel more authentic. Importantly the human leader feels confident in not having to have all the answers, particularly in a situation where there is no obvious solution and risks will need to be taken to move the business forward.

Some additional benefits for human leaders include:

Self

- feel self-confident to make the right decisions and provide clarity in their communication which needs to be open and transparent even when they don't have all the answers
- Being more visible and accessible as a leader rather than being disconnected or remote
- Feel that they are respected and seen as authentic and genuine
- Develop a personal people centred leadership style.

Others

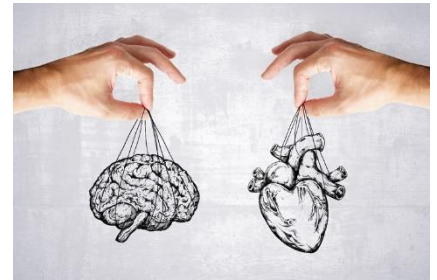
- Develop leadership skills to engage, influence, motivate, inspire and challenge others
- Maintain their visibility and influence as a leader during hybrid working
- Listen, connect and lead with empathy and compassion
- Understand that people are human beings and sometimes feel stressed and overwhelmed often lacking in confidence
- show each team member how their work contributes to the overall purpose of the company and help them to feel more valued. know each person's strengths and talents and put them in positions that play to their strengths and task the right people to work on the right tasks.

Team

- Know how to define and communicate an inspirational vision
- Help people to see the bigger picture and get perspective and meaning
- Create space for connecting with their teams
- develop a culture of learning and growth so people feel able to handle the challenges and opportunities ahead
- Set the climate for collaboration and innovation, creating a culture that inspires teams to effectively work together
- Know how to network and influence their teams, colleagues, clients and partners
- Celebrate the success of others, build a strong empowered culture of effective giving and accepting of feedback.

Research shows people function best when they have a clear sense of purpose.

Many organisations have a clearly articulated purpose, but their people struggle to understand how what they do fits into this.



It is aimed at leaders in their mid-thirties to executive level although in some cases it may be helpful to consider the critical leadership roles that have a differentiated impact on business success

Fundamentally it enables leaders to infuse a bit more people focus into the business and build a dwindling sense of human connection. Those leaders who are in part so of the business where this will be beneficial should therefore be a priority.

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Why does this programme deliver results?

This insightful programme centres around rigorous, global, evidence-based research relating to how leaders can be more successful by tapping into not only their own humanness but also the humanity of their teams.

This series of masterclasses includes practical tried and tested tools and techniques: for managing our emotions, how we are thinking and behaving, enhancing our motivation and how to have quality conversations with high levels of trust and connection in teams. It creates a new way of thinking and language as well as building capabilities and leadership habits that can be sustained.

Leaders gain more personal fulfilment from leadership roles: they who feel more connected to their teams by talking about the things that really matter to us. This is often described as having an authentic dialogue. We know from the research that increased trust and connection results in both better performance for organisations and resilience and happiness for their people.

Leaders become more self-aware of their own humanness: they understand what they're good at and what they're less good at with the chance to reflect on the impact they have on people. They become more self-aware and practice self-regulation so that they become better equipped to lead with compassion and empathy. People who see their leaders as compassionate and empathetic feel higher levels of trust, engagement and motivation.

The programme also focusses on leaders mental fitness and wellbeing; and their role in helping their people to be more resilient and develop high levels of wellbeing. It helps leaders to play the important role of role modelling well-being.

Evidence based content and highly qualified psychologists and coaches: Our material is based on research into what makes people happy and successful in life and work. Because of our understanding of psychology, we also aim to understand people; their motivations, and how they think and behave. You can have confidence that the tools and approaches when applied will make a difference.

Seasoned business leaders and facilitators from across a broad range of business sectors: We are good at understanding the business context and the challenges of business transformation. The masterclass facilitators have decades of practical business experience. We therefore bring stories from working with hundreds of leaders and their teams.

Tailored programmes to your business: We prefer to have an exploratory conversation with one or two of your key people to ensure we appreciate the organisational context. This helps us to tailor the

Those leaders that have previously struggled with the people dimension will be particularly vulnerable to being derailed during this time and will particularly benefit from leaning new ways of thinking and acting in the demands the new environment.



We have all heard the phrase, socially distance but don't be socially distant! It's increasingly important in a dispersed workforce to have quality conversations, conversations that make a difference to people. Trust is crucial, and there's no better way to earn and create that trust than by being a human being and showing some vulnerability.

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material to make it relevant to your people by providing the best stories and anecdotes to make the sessions more impactful.

Who is the programme aimed at?

It is aimed at leaders in their mid-thirties to executive level although in some cases it may be helpful to consider the critical leadership roles that have a differentiated impact on business success. The participants can be a leadership team or a mixed group from different part of the organisation.

Those leaders that have previously struggled with the people dimension will be particularly vulnerable to being derailed during this time and will therefore benefit from leaning new ways of thinking and acting in the demands the new environment we all find ourselves in. If this is not addressed, it is highly likely that it won't take long before the demotivation and detachment of their teams becomes visible causing damage to the performance of the team potentially creating substantial risk for the business. For the leaders themselves if they don't develop the core capabilities that the new culture requires of them, it is highly likely these leaders will become derailed and suffer from low wellbeing or even burnout.

Fundamentally, it enables leaders to infuse a bit more people focus into the business and build a dwindling sense of human connection. Those leaders who are in part so of the business where this will be beneficial should therefore be a priority.

Injecting a high dose of human connection into the business by understanding people not for what they do but for who they are.

This is all really powerful if people have not had a culture of radically human leadership before and can create a step change in the performance, engagement and motivation.

Take a look at what the ten modules of the Human leader include.



As the saying goes 'focus on your people and the results will take care of themselves', the difference now is that we really understand this and now know what focussing on your people really means and looks like.



High-performing teams don't happen by accident. This session builds an understanding of the criteria and skills for teams and their leaders to step up to the next level.

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The full suite or a selection of individual sessions can be chosen

SESSION 1 – WHO YOU ARE AS A LEADER AND BUILD CONFIDENCE ON THE HUMAN DIMENSION OF LEADERSHIP. *What makes you successful today? Understand your current leadership style, uncover your beliefs and values, your workplace persona and multiple identities. Leverage your personal strengths, identify any outdated scripts or stories and blind spots that will stop you from achieving your ambition. Understanding why you do what you do, your purpose as a leader.*

SESSION 2 – BUILDING FOLLOWERSHIP THROUGH INSPIRATION AND CONNECTION. *Enhancing how to have quality conversations including giving and receiving feedback with empathy to develop high levels of trust. Building a shared purpose for your team. Developing vulnerability to have authentic dialogue with people. Experiencing yourself as an inspirational leader.*

SESSION 3 – BUILDING MEANING AND PURPOSE FOR MOTIVATION AND WELLBEING FOR YOU AND YOUR TEAM. *This session focuses on what gives you meaning, what drives you and why you do what you do. It's not all about the big picture, significantly, it's also about understanding which of the day-to-day aspects of our lives at work and outside of work give us meaning so that we can find and cultivate these meaningful parts of our everyday life more. The importance of and strategies for team purpose to build resilience in leaders and their teams.*

SESSION 4 – HARNESSING YOUR SKILLS OF EMOTIONAL INTELLIGENCE. *Manage your own emotions for self-regulation and enhance your ability to relate to others. Forge stronger relationships by understanding people, and tailoring activities to individual needs. Have quality, honest conversations for a more energised, collaborative and effective team. Harness impactful conversations that make a difference to people, that are not just transactional to get the work done but build the relationship and increase trust.*

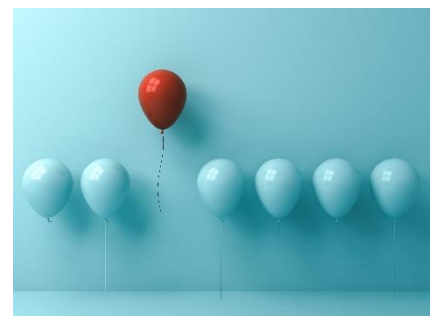
SESSION 5 – MANAGING YOUR PERSPECTIVE AND A LEADER'S ROLE IN SENSEMAKING. *Improve the overall quality of thinking as a leader and support their team in positively reframing unhelpful mindsets and ways of thinking. The role of cognition, emotion and intuition in decision-making. Strategies for managing mindset and perspective – improve the overall quality of your thinking, halting overthinking, not believing everything we think is true and techniques for reframing our thoughts. Letting go of control and judgements that jeopardise our wellbeing and see things from a more holistic perspective including the power of hope, gratitude and optimism.*



They enhance their understanding of the personal impact of your decisions and build a picture of your people as human beings.

A cohort of leaders, a community of human centred leaders going through a similar journey, using a common language and shared experiences is much more likely to create change that is lasting as leaders.

You can take the whole series of modules, or a selection based on the priorities for your leaders



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SESSION 6- CREATING AN ENVIRONMENT FOR LEARNING AND

DEVELOPMENT WITH AGILITY AND ADAPTABILITY. *Harnessing the ability to be cognitively and emotionally agile to respond flexibly, innovatively, and optimistically. Develop your 'tolerance of uncertainty' muscle and letting go of control which will be key in today's environment.*

SESSION 7 - DEVELOP A HIGH PERFORMING TEAM WITH MUTUAL TRUST, PSYCHOLOGICAL SAFETY AND COHESION IN A VIRTUAL OR PARTIALLY VIRTUAL

WORLD. *Rebuilding trust and connection particularly where it has been depleted. Create an environment where team members have open and honest conversations, have strong connections, hold each other to account and have optimal ways of working. Build teams with high collaboration who take ownership for collective results.*

SESSION 8 - BEING A PEOPLE FOCUSED TRANSFORMATIONAL LEADER.

Become a people centred leader in managing change. Articulate a compelling vision and develop new capabilities to deliver massive buy-in and commitment - not passive agreement - so that people take personal ownership and drive change, identifying problems and innovating along the way.

SESSION 9 - LEVERAGING DIVERSITY AND CREATE AN INCLUSIVE

ENVIRONMENT WHERE PEOPLE FEEL ABLE TO BE THEMSELVES AND ACHIEVE THEIR POTENTIAL *Appreciate the demise of 'one size of person fits all' and embrace differences in how people think and behave differently. Create a sense of inclusion and appreciate the massive benefit of different styles in areas such as: solving problems, making decisions and assessing risks, leading, engaging and communicating with others, building relationships, negotiating, and communicating with and leading others.*

SESSION 10 - EXPERIMENTING WITH YOUR NEW REPERTOIRE OF

LEADERSHIP STYLES. *Overcoming immunity to change and lead with impact and authenticity. Working with impact and inspiration embracing human centred leadership to create connected, high performing teams.*

Questions to help you assess the risk to your business

1. Are your leaders equipped with the skills and capability to care for the wellbeing of their people?
2. Do your leaders have the skills to lead, inspire and motivate their team in a hybrid world?
3. Are your leaders equipped with the capability to create a team culture for high performance?
4. Are people struggling with their sense of trust, belonging and meaning in a fast-changing work environment?
5. Do you have an inclusive leadership culture based on creating psychological safety so that people can reach their potential and take the necessary risks to move the business forward?
6. Are your distributed teams having honest quality conversations that builds trust and strong relationships?

As the saying goes 'focus on your people and the results will take care of themselves'. The difference now is that we really understand this and now know what focussing on your people means and looks like.

How is the programme delivered?

Typically, the masterclasses are 90 minutes to two hours per module

Sue Conder

Profile

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although they can be delivered in half day or full day blocks if that is the preference. The material is typically delivered over 10 virtual masterclasses.

- Use of highly interactive methods such as: polls, off mute interaction and breakout rooms and lunch breakout rooms for networking.
- Use the buddy concept and one to one conversation to explore the ideas and set goals to take practical actions
- A workbook is also provided for individual reflection and action planning during and after the masterclasses
- A panel of senior leaders from the organisation is an optional addition.



About the author

The session will be led by Sue Conder. Sue was a partner in Deloitte Consulting, Human Capital until last year, for 18 years. She has had a 30-year consulting career and is also a chartered business psychologist. Sue has extensive international experience of working with leaders including senior teams across a broad range of industries as well as leadership programmes for Deloitte. Her principal areas of expertise are business change, HR, organisational development, leadership development and building high performance teams to deliver successful complex business transformations. Sue is passionate about bringing evidence-based research and practical tools, including some of her own proprietary tools, to support people's mindsets, emotions, behaviours and motivations to help them gain personal wellbeing and business success. After a long business consulting career, she is now passionate about combining business psychology and 'real-life' business insights and delivers masterclasses and coaching as well as being an advisor to businesses undergoing transformational change.

Sue is the founder of Conder & Company who believe in the power of 'company'. What unites Sue and those with whom she works in partnership, is a shared philosophy on the importance of human centred leadership and business.

They come with years of practical business experience and with evidence-based frameworks and tools, which take into account both the complexities of business and importantly an understanding of working with people's mindsets, emotions, behaviours and motivations. This enables leaders to gain both success and wellbeing and lead their people to achieve this too.

To find out more about their ethos and approach, get in touch with Sue Conder on sue@conder.co or visit www.conder.co

Tailored to different audience groups: senior teams, middle management or for all people: To help your leaders engage with the content and apply it practically in their work and life we tailor our material to the needs of the audience and their priorities.

Size of group can be tailored to provide different benefits: We can deliver the session to smaller groups of up to 20 people that is highly interactive. This means that leaders can discuss topics and learn together to make a difference to themselves and their part of the business.

The second option is for a more 'broadcast style' model with a larger audience. Here we can give benefit to more people and provide some interaction through, unmute, surveys and the chat function.

Follow up team coaching can also help participant to embed the learning and share experiences and success of those undergoing a similar journey building a strong cohort of people centred leaders. It enables participants to test out their new repertoire of behaviours, reflect on results and learning with colleague and a facilitator and set goals for further actions. Typically, these sessions include five, two-hour sessions with 4 to 6 participants, spaced out over a 4 to 6 month period so that learning is embedded and sustain over time as new habits are built. The cohort of leaders, a community of human centred leaders going through a similar journey, using a common language and shared experiences is much more likely to create change that is lasting as leaders.

Optionally, one coaching can be provided to continue to support the participants in between or post the sessions. We also recommend peer to peer reciprocal coaching to continue to reflect and act in order to build and sustain new habits and ways of thinking. The masterclasses give participants a chance to reflect on the material and insights from 'real work' experiences related to their own experience so that they can shape different ways of thinking and behaving that will be advantageous for them.

Experimentation is encouraged in between seasons, as is focusing on a clear sense of where the leaders are heading, challenging personal narratives and stories so that they can leverage their unique combination of strengths in order to have more fun and be happier and more successful.