



FIRE&SHIELD
LEADERSHIP FOR GUIDING PEOPLE

Fire & Shield Individual Leadership Program

Newly appointed leaders and rising stars

Looking to improve your leadership skills with high immediate effect and minimum time invested?

Tired of full-day courses and large group learning environments?

Our **Individual Leadership Program** consists of five modules of 2,5 hours each and is always tailored to the needs of the leader and his/her organization. The focus is not on extensive management theories. We believe in activating the knowledge already present and teaching simple techniques to be applied in practice on the job immediately. We focus on "how" to lead, not just "what" to do. The training can be done either in our facilities in Charlottenlund, north of Copenhagen, at your office in a meeting room or wherever we agree to meet.

The program includes a mentoring hotline in order to learn from specific situations when they occur. By using each person's specific challenges as cases the new learning is anchored better with a more lasting effect. The book "Fire & Shield, the essence of performance" will be used as part of the training.

Fire & Shield is a powerful and simple tool for leading people efficiently and increasing performance by bringing out the best in each person. It is solidly founded in contemporary management theory but mostly based on practical experience leading organizations and deducting the essence of sustainably increasing performance.

Most leaders today are struggling to push their team to deliver results and increase performance while being concerned how much they can push before reaching the stage of burn-out. "Fire" is leading with drive, initiative and focus on results. "Shield" is leading with trust, authenticity and clear expectations. Leading with Fire & Shield means doing both and balancing them at a high level. The past decade of practice has repeatedly shown that the result is a higher, yet sustainable, performance overall. For more information see www.fireandshield.com

We look forward to helping you achieve *Leadership for Guiding People*.

Total price is

DKK 19.500,-

This includes:

- 5 modules 1:1 training
- Preparatory meeting
- Evaluation, possibly with manager
- All course materials incl. "Fire & Shield" book
- Mentoring hotline

Price is excl. VAT. Invoice when order is placed.



Fire & Shield Individual Leadership Program

Newly appointed leaders and rising stars

Suggested Program

Subject to adjustments together with participant, manager and organization.

Preparatory meeting

- Setting mutual expectations. Key challenges with leading. "Contract".
- Learning goals. "This is what success looks like".

Timing

The Individual Leadership Program is normally stretched over 3-4 months in order to allow for anchoring of the knowledge and the opportunity to practice new skills and habits on the job. Further this allows time for self-reflection. Minimum time is 2 months, maximum is 6 months.

Module 1: Leadership

How do I look when I am the best version of myself as a leader?

Suggested Preparation: Appendix A: Classics in Management Theory

- Setting the frame: Company Values, Conditions for leading in my company. the importance of using (not abusing) power and the extended responsibility of leading other people
- Listing company's values. Translated into leadership, used as compass.
- Essence of Leadership: What is bad & good leadership? What difference does it make? What is the impact I have?
- Understanding the importance of Prioritization, Feedback and Authenticity. Small choices vs big choices.
- My role as middle manager. Importance of stakeholder management.
- Key challenges

Module 2: Leadership practice

How do I lead real people through real challenges? "What" & "how"

Preparation: Chapter 1-3, F&S

- Recap. Prioritization, Feedback, Authenticity
- Stop. Start. Do Differently. How to set a frame for feedback.
- Prioritization Matrix. Prioritization Exercise.
- Fundamentals of Fire & Shield. Why do we perform better when we are both challenged and protected?
- Basic communication understanding. Why do we misinterpret each other?
- My personal Leadership style in relation to Fire/Shield.
- Mapping organization, team, leader and individuals on Fire/Shield matrix
- Leading Millenials.
- Leadership challenges in my current situation



Fire & Shield Individual Leadership Program

Newly appointed leaders and rising stars

Module 3: SHIELD & SHIELD Tools. Prioritization Focus.

How to prevent stress in my team and keep motivation high?

Preparation: Texts on Shield & Complete list of the tasks & goals in my team

- Recap.
- Selected tools from SHIELD Toolbox
- Clear messages. Honest communication. Transparency.
- Expectations.
- Prioritization and the importance of doing it right
- The prioritization matrix and applying this. What is a real “fire” and what is not necessary. Air masks on airplanes.
- Applying Stop-start- do differently.

Assignment: Do Stop-start-do differently on all your direct reports

Module 4: FIRE & FIRE Tools. Feedback Focus.

How to ignite and activate my team to drive for results?

Preparation: Texts on Fire & Describe a case with a co-worker needing feedback

- Recap.
- Selected tools from FIRE Toolbox
- Feedback and the importance of doing it right
- NO feedback = invisible. Foundation for caring.
- Care is both to say yes and no. To be honest. To dare.
- Feedback techniques.
- Feedback exercises. Use personal cases.
- Giving and receiving feedback. Team evaluation.

Assignment: Communicate Stop-start-do differently on all your direct reports

Module 5: The best version of me as a leader. Authenticity

Preparation: First 3 chapters of “Why should anyone be led by you?”

- Recap.
- Putting it all together. When to do what? How to read the situation?
- The best version of me as a leader. What do I do well? What are my blind spots. Mapping myself against my organization’s values.
- Authentic Leadership. What, why & how?
- Trust. Credibility. When to share and when not to. The strength of vulnerability and imperfectness. Adequate level of transparency.
- Get the team involved. The busier you are the more you should reach out.

Between each module there will be assignments to practice on the job.