

# Welcome

## Thank you for taking time to participate in this TOWARD programme.

We believe that, along with 1000s of other leaders, you are going to have a rewarding experience as you step back from the day to day demands of your role and the business, to reflect and learn. Our approach is grounded in several theoretical frameworks and schools of thought, including advances in psychology, neuroscience and organisational development.

Throughout the programme we will be introducing some innovative theories, techniques and research based models that have underpinned our training and practise for many years. We are confident that you will have a worthwhile experience and learn a great deal about yourself and others.

We are committed to making sure that your experience on this programme is positive and stimulating. If you have any specific needs or require any adjustments to support your learning please speak to us. If you have any questions during the process, please don't hesitate to ask.

We look forward to working with you.

**The TOWARD Team**

**TOWARD >**

# Participating in a TOWARD Programme

“TOWARD is completely different from the conventional organisations that do leadership development, with their approach truly that of a facilitator rather than teacher. Personally, I think it built a lot more ownership and excitement with myself and the other attendees.”

Anupama Singh, Vice President HR, Concentrix, India



The mindset and posture you have as you begin this programme will influence the outcome you experience, therefore, at the start of this programme, we'd encourage you to consider what outcome would serve you, your team, your organisation and, even your loved ones, most helpfully?

And by asking that question, you are already beginning to partner with the future.

As Margaret Wheatley states, “Where does the future come from? It often feels these days as if the future arrives from nowhere. Suddenly things feel unfamiliar, we’re behaving differently, the world doesn’t work the way it used to. We’re surprised to find ourselves in this new place – it’s uncomfortable and we don’t like it... the future doesn’t take form irrationally, even though it feels that way. The future comes from where we are now. It materialises from the actions, values and beliefs that we’re practising now. We’re creating the future every day, by what we choose to do [or what we choose to avoid]. If we want a different future, we have to take responsibility for what we are doing in the present.”

So, as you enter this programme, we'd ask you to consider the outcome you'd like to experience. Ultimately, you are the owner of this, and whilst we can provide opportunity and scaffolding, you are the resourceful and capable adult who's chosen to be here. In a large part, the outcome you experience is up to you.

So, as you're thinking about your mindset and posture, here are some things to consider:

### **Notice and attend to self**

what's going on in your mind and body and how are you attending to that right now? How would you like to attend to it?

### **Stay Curious**

Notice the judgements, assessments and assumptions you are forming. How are they helping you learn and develop? How can you develop more curiosity?

### **Minimise Distractions**

What work and life distractions do you have and how are you mentally contracting with these during the programme?

### **Listening**

How are you going to listen to the other participants? Are you sincerely listening to understand and 'stay with' the other?

### **Take a Risk**

Risk can often precede growth and development. How happy are you to step into the place of courage and discomfort?

### **Manage Expectations**

What are you hoping for and is this reasonable?

### **Confidentiality**

How do you want to deal with what might be shared with you? How would you like others to deal with what you might share?

### **Feedback**

Are you open to having blind spots illuminated and, if so, to what extent?

### **Cynicism, Resistance and Hope**

As you consider the above, do you notice a cynical or resistant self emerging? And if so, how are you going to contract with that part of you? Can you also discover and promote a 'hopeful' self? What would happen if you did?

The TOWARD Team is interested in engaging in real conversations that invite intellectual thoughts and ideas, but also create space for the expression of deeper data points including values, purpose and commitment. We want to provoke and stimulate you to have the courage to lead purposefully. Whilst we have huge capacity for warmth and understanding, we also have an astute ability to read a room and ask incisive questions. Conversations at this level can often be characterised by conflict or discomfort. For us, this is ok. We will support and equip you to be able to engage with this type of conversation, rather than withdraw or avoid. This in turn will enable you to lean into similar honest conversations with your peers and team members.

TOWARD Coaches come from a range of backgrounds and disciplines, and are skilled in using a range of coaching models and techniques. No two coaching sessions or clients are the same, and so we place greater emphasis on our coaching philosophy, as opposed to prescribing to a particular model (see Appendices). All TOWARD coaches are qualified and align their practice with accreditation bodies such as the International Coach Federation (ICF) and the Association of Coaching (AC), with whom we are organisational members.

## **The Activities**

There are some other points we'd like to mention about the activities you'll engage with during your programme:

### **The Questions**

At times in the programme we will ask you to consider questions that will either be contained within this journal or will be presented on the screen. Please ensure that you respond to the questions in the script and resist the temptation to veer off into general conversation. They are deliberately written in such a way, using certain phrases and types of language to ensure they do their job. We have spent a lot of time honing the material to get it right and we are confident that you will benefit from it when you stick to the script.

### **The Process**

You've heard the phrase 'trust the process'. We would encourage you to fully embrace this sentiment during the programme. At times we might ask you to engage in a process that doesn't immediately make sense. However, sometimes the learning is in the doing and experience.

The intention behind all of our coaching methodologies is to enable you to access new points of view or perspectives and generate new levels of awareness. By all means be curious, and maybe even a little sceptical. But please keep an open mind and fully engage with the activities and processes.

### **Take Time**

There are certain activities that will require you to take your time. Please don't rush the process. If you ask one of the questions that is in the journal and are met with silence, that is OK. Take your time and when necessary repeat the question.

### **Language**

Please allow the people you are working with to use their own language, words and phrases. Where possible, do not be tempted to 'put your words into their mouths', even if you have to wait for them to find the right word. Your interpretation of a certain phrase or word may have a very different meaning for the person and may distract them.

We are not evangelists trying to sell to you. We don't hold the truth. We don't believe we can convince you, nor do we want to. That's up to you. We do, however, want you to learn, to grow and develop and, ultimately, we want you to become a leader and person who positively contributes to our collective future.

**“ I came onto the programme a little sceptical having participated in other leadership programmes and found this to be very different; there was a focus on self-awareness and self-belief and how that will translate into me becoming a better leader”**

**Nick Pilditch, Director of Sales Enablement, Advanced**

