

Summary of ELICIT modules

Module 1 – Communication – 2 days

Ideal introduction to ELICIT, taking you through the most obvious responsibility of a team leader. You are provided with key communication tools, developed by Frontline in the international public sector over twenty-five years, and our unique method for embedding those tools in your working life. As with all the modules, this is highly interactive and uses your own real-life situations to work on, as well as requiring your input, observations and feedback.

Module 2 – Personal and Leadership styles – 2 days

Your preferences, personality, strengths, inhibitions and blind spots all contribute to your first step in handling a situation and projecting yourself in that situation. The module looks at you and how you tend to do things and how you might consciously adopt other styles for greater effect, depending on who you are dealing with and the situation in which you find yourself. This course refers to leading leadership models and our own personality model that how you see yourself and how others see you. However, it is typically practical and interactive.

Module 3 – Strategic Networking And Presenting (SNAP) – 3 days

This module focuses on stakeholder management, both internal and external, influencing and steering, building and maintaining your network, ‘working’ a room, testing your theories on others informally and then presenting your ideas to senior management. The module captures many areas that contribute to your responsibility to promote your organisation’s interests externally and present a credible and trustworthy image in how you treat others and share your ideas. This is something of an art that can be practised during this module and we have tried and tested tips from working with major organisations from across Europe. This module also teaches you our own PISA model for presenting your ideas in a practical, focused and brief way to both stakeholders and senior management. This complex set of tools, and the practising that goes with it, requires an extra day for the module.

Module 4 – Feedback, Appraisals, Motivation, Emotional Intelligence – 2 days

Giving feedback to your team for development or corrective purposes is often uncomfortable and may have a link to how we regard feedback ourselves. This module explores the purpose of feedback and appraisals, why we think we are giving it and the traps it can create for us. Similarly, motivating others is a key responsibility for team leaders but sometimes it feels as if you are in a fog. This module helps you recognise the issues around feedback and motivation, and helps you tailor your feedback to the situation and the person. Through emotional intelligence it helps lift the fog and keeps your message simple. It promotes accountability and openness, so essential for staff development.

Module 5 – Delegation and Change Management – 2 days

The ELICIT modules all link with each other and have some overlap. This might be seen with Modules 4 and 5 and perhaps they are best seen and attended together. Delegation can be a motivation but not always; change management will require emotional intelligence, as well as motivation and ultimately feedback. However, this module focuses on how to select those areas to delegate and set up that change in responsibility and procedure. It also looks at you and how you cope with subtle manipulation and also overt resistance. We explore clear messages, negotiating change, ‘watering down’, controlling transactional discussions and transferring accountability.

Module 6 – Chairing and moderating – 3 days

The responsibility to chair and moderate increases often as your career progresses. Much is expected of you in the moment and few, if any, are watching your back. Developed in conjunction with leading international and governmental institutions, this module equips you to maintain control and deliver on expectations. It covers designing your agenda, selecting whom to invite to speak, questions and answer sessions, ‘difficult’ people, drawing out responses and setting down the ground rules. And much more. This is both a complex and, at times, a complicated task in which you can shine or burn. This module will fast-track you to success and enjoyment in this role.