

# EIIL Masterclass Workshops Programme

**Trust**

Accept common challenges – work together

Deliver on promises, be trustworthy (even on the small things)

Know & understand cultural differences

Maintain chit-chats: use internal social media

**FLEXIBILITY & BALANCE**

Manage your availability

Open discussions without an agenda

Infographic from EIIL, Senior Masterclass – Leadership Skills beyond the Pandemic (7th & 9th July 2020) Group 2

**Virtual empathy**

Develop virtual empathy

HEAR  
COMPASSIONATE  
SPEAK  
HEART  
CONNECT  
LISTENING  
FEELINGS  
NEEDS

Learn how to read body language

**Growth mindset**

Focus on positive experiences

Accept your fears, know yourself

Seek opportunity to create value

**Effective communication**

Active listening  
Transparency

Balance between formal & informal communication

**Trust pyramid**

Listen & ask for feedback

Organize informal virtual meet up (drink, lunch, team building)

**Knowledge pyramid**

Give your team freedom to set their own processes

Sense of belonging & purpose, working towards the same goal





## Masterclass Workshop Process

The EIL Masterclass workshops provides an opportunity for participants to get an insight into how things are done at senior levels, through interviews with experienced executives from various companies.

In the workshops, participants are tasked with interviewing 4 senior figures from amongst our network to seek their views, principles and good practices, on the workshop theme. The interviews, conducted online by video-conference, not only help participants to better understand the workshop theme, but also provide an insight into the experiences, roles and career paths of our interviewees.

Participant teams are given a Key Task designed to provide them with a focus or 'learning vehicle'. During the workshop EIL coaches help each team to use their team-working skills to prepare and review their interviews, and to prepare their team's 'Key Task' output - usually a one-page infographic 'good practice' guide to take away. The EIL coaches help the teams review their interviews and generate an output which captures the key insights of the interviewees and is a useful record of the workshop.

In 2021 the 16 EIL Masterclass workshops introduced participants to more than 40 'senior' interviewees from companies including Air Liquide, Bayer, Boehringer Ingelheim, Covestro, McDermott, DHL Global Aviation, Evonik, Fluor, HP, Huntsman, IBM, Lanxess, Lucite International, Neste, Röchling, Seeq, Solvay, Signify and Worley.

## Who should attend?

EIL workshops are particularly suited to engineers and technologists with five to ten years of post-graduate industrial experience and some early supervisory experience, including those in project management roles. The workshops will also benefit managers from other disciplines who would like to gain an appreciation of the workshop themes, as well as insights and good practices from a range of senior industrial leaders.

Workshops will be conducted in English. A good working knowledge of English is a pre-requisite to effective participation.





# 2022 EIIL Programme

Detailed descriptions of each workshop are in the following pages.

Activity Code	Title	Date
HPL0	Teamworking Skills Foundation	14, 15, 16 Feb
HPL 1	Effective Team Working	17 - 18 Feb
LLT 6	Designing the Sustainable Organisation	28 Feb- 1 March
LPG 3	Continuous Improvement	14 - 15 March
LLT 7	Knowledge Management	28 - 29 March
LPG 40	Effective Communication	25 - 26 April
MCE 4	Multi-cultural Negotiating	09 - 10 May
LPG 4	Industrial Marketing	6 – 7 June
HPL 0&3	Aiming for Setting Strategy	13 - 15 June
HPL 0&4	Motivation & Commitment	5 - 7 Sept
LPG 2	Business Planning	12 - 13 Sept
LPG 60	Understanding Selling	19 – 20 Sept
LPG 7	Leading Innovation	26 – 27 Sept
MCE 5	Leading Multi-cultural Teams	10 – 11 Oct
LPG 5	Partnering for Growth	7 – 8 Nov
HPL 0&6	Leading Teams to Higher Performance	14 – 16 Nov





# Masterclass Workshop Descriptions

## Business Planning (LPG 2)

During this two-day workshop participants will pull identify some common themes and successful practices from a range of experiences of developing and presenting business plans (or other business cases for investments or for project proposals).

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## Industrial Marketing (LPG 4)

The objective of the workshop is for participants to gain an appreciation of the marketing planning process; exposure to a variety of tools and techniques used, and the characteristics and features of a successful marketing approach.



## Partnering for Growth (LPG 5)

The objective of the workshop is for participants to understand the characteristics and features of successful business partnerships; the benefits and possible pitfalls of partnership, and what might they look for in a prospective business partner.

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## Leading Innovation (LPG 7)

During this workshop participants will gain an appreciation of the various forms of innovation from 'evolutionary' improvements to 'revolutionary' step-change innovations; the different demands that these impose on managerial styles and organization structures, and the (company) cultural aspects which might prevent or encourage innovation.





# Masterclass Workshop Descriptions

## Continuous Improvements (LPG 3)

Participants will learn how the concepts of Lean Manufacturing have been used effectively as a springboard to drive and implement a positive culture change, and corresponding improvement in performance: less waste, shorter lead times, lower stocks and greater agility.

## Effective Communication (LPG 40)

This workshop aims to help participants understand the common characteristics of effective corporate communication practices and how leaders use these in a variety of different circumstances with different stakeholders and (often conflicting) aims.

## Understanding Selling (LPG 60)

This workshop is designed to raise awareness of the key characteristics of an effective selling organisation. It will help managers in other business functions to better understand what timely support they, and their departments, need to provide in order help in winning the sales to drive business growth.

**FEEDBACK**  
Conventional media      Face-to-face social media

Purpose	Audience	Medium	Timing
Why is this message important to you?	Who is the target audience? What are their needs? What are their expectations? What are their pain points?	What is the best way to reach them? What are the pros and cons of each medium? What are the key messages? What are the key actions?	When is the best time to reach them? What are the key messages? What are the key actions?

**Final infographic**

**Blue Team**

**Stakeholder analysis**

**Understanding culture**

**Emotional Intelligence**





# Masterclass Workshop Descriptions

## Multi-Cultural Negotiating & Influencing (MCE 4)

The aim of this workshop is to familiarise participants with the common characteristics of a typical negotiation process, to identify from the experiences of our interviewees how negotiation practices might differ in different cultures, and how they can prepare themselves and their teams effectively.

## Leading Distributed Multi-Cultural Teams (MCE 5)

During this workshop, participants will seek repeatable good practices from our interviewees' views and anecdotal experiences of leading or working in geographically distributed teams, especially experiences where teams have had a multi-cultural make-up.

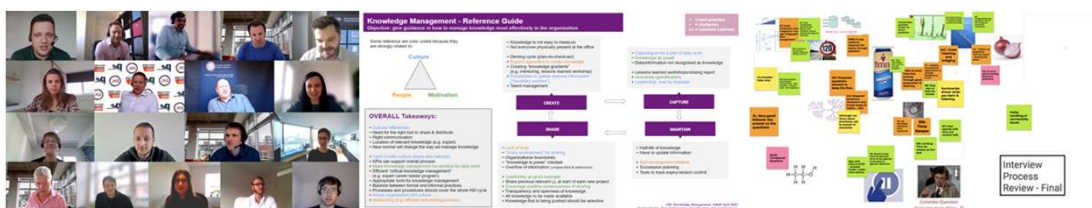


## Talent Management for a Sustainable Organisation (LLT6)

An introduction to organisational design and people development. Interactions with experienced line and Human Resources managers provide insights into a variety of approaches to talent management and succession planning, their common characteristics, and the frequently encountered obstacles to their success.

## Knowledge Management and the Learning Company (LLT 7)

An appreciation of how different organisations manage their corporate knowledge and to understand the value of organisational knowledge management in their current and future roles. Interviewees provide views on creating, transferring, making use of, and retaining knowledge.





# EIIL Team-working Skills Workshops

Participants on the full programme of workshops are introduced to a Foundation of Team-working skills which provides a common language for effective team-working through the workshops. These foundation skills are then supplemented by additional workshops throughout the year to develop skills to address further challenges facing participants in their own teams as their experience grows.

## A Team-working Skills Foundation (HPL0)

This one-day workshop introduces the basic skills that are the foundation of the EIIL high-performance teamworking and leadership programme.

While this workshop is a worthwhile stand-alone experience, it is designed to provide an introduction to HPL1, HPL3, HPL4, HPL5 and HPL6 and **will be run the day before each of these** workshops to offer participants maximum flexibility.

**It is mandatory to have attended an HPL0 workshop before attending HPL1, 3, 4 or 6.**

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## Effective Team Working (HPL 1)

A two-day workshop designed to develop the skills required to create high performing teams. Study of high performing teams over the past 50 years has revealed a number of common characteristics in addition to the competencies required for the tasks in hand. They work methodically; they have a real clarity about what they are trying to achieve; their aims are challenging but attainable; they identify the skills each team member possesses and set out to develop these further and to capitalise on the benefits; they build on the ideas of team members; they make appropriate personal contributions and take personal responsibility when required.

This workshop will develop each of these characteristics and give each participant an opportunity to develop their own skills in each of these areas through a series of tasks, reviews and inputs from the course staff.





# EIL Team-working Skills Workshops

## Aiming for Setting Strategy (HPL 3)

This two-day workshop will enable individuals to develop a strategic approach for undertaking any project, task, assignment or longer term change. Participants will practice producing networks of aims that recognise the need of all stakeholders and then develop and understanding of how to develop a strategy that will deliver the required results, no matter how big the challenge.

Participants will gain skill in using practical tools that enable the management of major challenges, and an understanding of how to approach work strategically, and how a strategy can be developed to deliver results.

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## Motivation and Commitment (HPL 4)

The ability to motivate oneself and others is a key leadership skill. If we were all motivated in the same way and by the same things leading teams effectively would be considerably easier. This workshop will give participants the opportunity to explore these issues by tackling a series of tasks designed to replicate the workplace and a variety of situations.

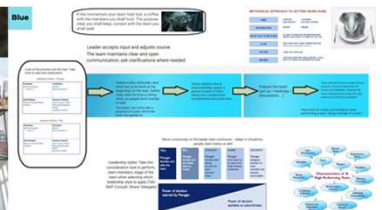
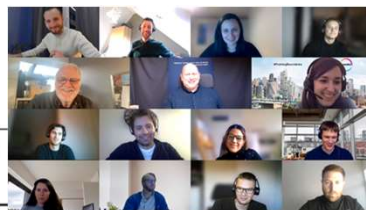
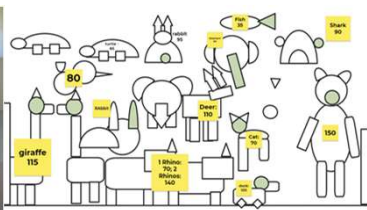
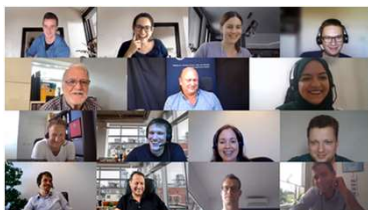
They will have the opportunity to develop an understanding of those things that motivate (and de-motivate) individuals. They will develop observation skills to be able to detect levels of motivation in team members and then to take appropriate actions. There will be an opportunity to examine some renowned papers on motivation and to produce a 'toolbox' of ideas for gaining and maintaining the motivation and commitment of others.

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## Leading Teams to Higher Performance (HPL 6)

This two-day workshop will provide participants with the opportunity to explore the characteristics of a 'high performance' team and how to observe and evaluate their own team against these characteristics. Then the participants are in a position to take action to improve the performance of the team.

They will practice various styles of leadership and learn which are suited to different situations, will equip participants with an understanding of the causes of effective leadership, and will help them develop the skill to apply this knowledge to lead teams effectively.





# Other EIL Member Activities



Young Leaders Programmes



Alumni Programmes



Research Conferences  
and Networking Events