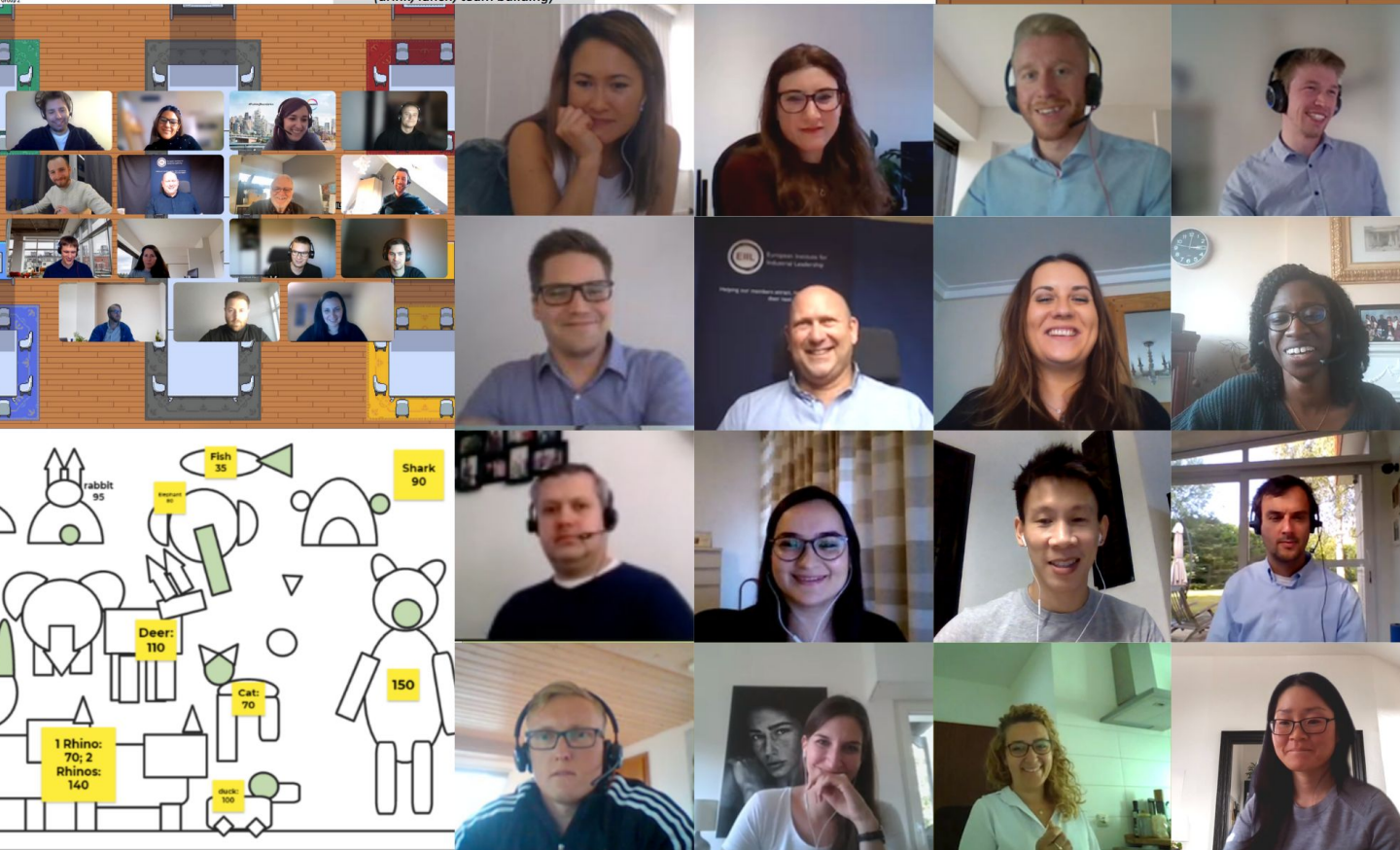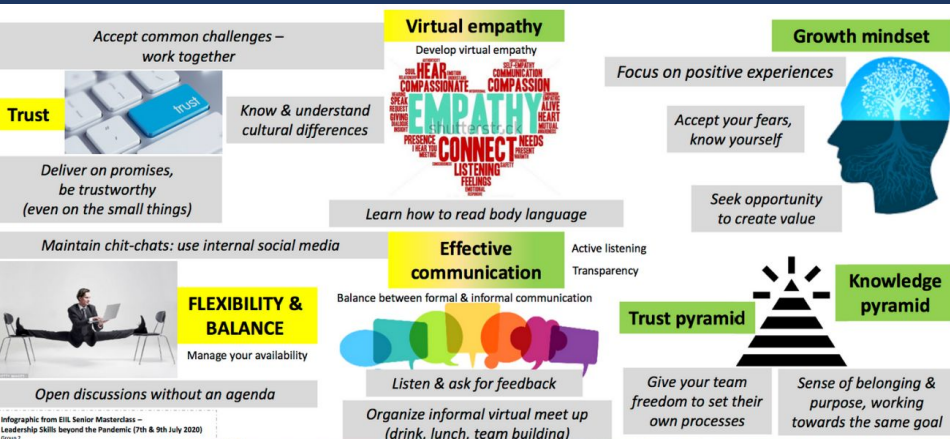# EIIL Masterclass Workshops Programme

Masterclass Workshop Process

The EIIL 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 EIIL 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 EIIL 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 2023 the 20 EIIL Masterclass workshops introduced participants to more than 40 'senior' interviewees from companies including Air Liquide, Akzo Nobel, LyondellBasell, Bayer, Covestro, Neste, McDermott, Worley, DHL Global Aviation, HP, IBM, ITT Cannon, Rusabla, Bio-Energy Netherlands, Röchling, Vinq and Seeq.

Who should attend?

EIIL 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.

Participants Profile

- Technical professionals with the potential and ambition (capability and aspiration) to reach more senior leadership roles.
- 5 - 10 years workplace experience.
- Usually in, or ready for, first or second management role.
- Interested in developing a personalised senior management skill set and life-long learning capabilities.
- Strong self-improvement orientation.
- 'Growth mindset' - prepared to invest themselves to improve themselves.

FAQ

1. **Must nominees be 'technical' professionals?**
   The programme is designed for technical professionals but contains nothing which inhibits non-technical professionals from attending. However, a higher proportion of non-technical professionals will inhibit technical professionals from developing.

2. **Why is a growth mindset so important?**
   It demonstrates participants are willing to invest in their future. Without a growth mindset, workshops, and exercises within them, can be seen and approached simply as 'Tasks' to be completed in a given time. We coach the process skills needed to achieve a successful outcome and it is these process skills which can be most useful in their late career.
   An unwillingness or inability to recognise these process skills, too strong a focus on completing tasks 'efficiently' is an indicator of someone with limited growth mindset. Too many of these in one workshop will affect the learning experience of other participants.

3. **I have someone who performs well but does not seem to have, or has not had chance to demonstrate a growth mindset.**
   Will this be a problem?
   Not necessarily. It is something we will introduce, demonstrate, and coach, but there must be an interest from the participant for it to develop.
   It will readily become apparent if a participant is not interested or prepared to fully invest in the programme, and we will challenge this in a private coaching intervention.

4.   What sort of personality profile fits best?

We have experience of all kinds of profiles benefitting from the programme. It is not a 'boot camp' though a high degree of intensity and time pressure is created. All workshop participants get the opportunity to lead teams and influencing using different and appropriate communication styles is encouraged. Coaches look out for and may intervene to discourage over-dominant personalities, but participants are encouraged to develop skills to deal with these for themselves since such types will be encountered at work.

5.   Will this bring me a direct / immediate return?

The programme's purpose is to develop leadership skills (teamworking, self-improvement, interviewing) and to raise awareness of various business themes. The workshop theme is a vehicle on which to learn and practice other leadership skills, with learning linked to the uncertainty experienced at higher levels of work. Some process skills may be of immediate benefit, but theme knowledge is unlikely to provide benefit in the short term.

Workshop titles are deliberately chosen (e.g. 'A Leader's Guide to Business Planning') indicating that they raise awareness of the theme, and do not try to develop expert practitioners from those already familiar with a theme.

Problems occur when expectations are misaligned - e.g. a finance person attending a 'business planning' or a 'strategy' workshop.

Talents on Programme need

- Time to concentrate.
- Time and encouragement to ensure teams transfer learning between themselves.
- Opportunities to practice.
- Interest and support.
- Reassurance that all is not expected to be understood first time.
- Support relating workshop experience to the 'real' world (this should be less of a problem for EIIL workshops than for some artificially sterilised training spaces).

FAQ

1. **I have a candidate who fits the profile, but I'm not sure I can spare them for two whole days, three times a year, as well as time for their team exchanges and project work.**
    They are very bright and usually pick things up very quickly. Should I still nominate them?
    In our experience this would be unwise. Unless they participate fully, uninterrupted, they will not get the benefits of the programme. Whilst it is a measure of their growth mindset that keen individuals can always make time to invest in themselves, it is unreasonable to expect anyone to focus sufficiently on EIIL work without some concession in terms of workload. It also send out the wrong message from the company - we want you to invest time in your own development, but we will not provide you with any additional time to do so.

2. **What can I do to help?**
    Engage with the learning journey. Whilst it is difficult at first to agree learning aims with your nominee before they've experienced the programme, some broad areas for development should be possible to identify. These should be reviewed with your nominee when they return. Be curious, it reinforces that you (and your company) value the investment in their time.

3. **I have no previous experience of EIIL. Can I still help my nominee ?**
   Initially you will at least have some aims from personal appraisal / development dialogues. Help your nominee to articulate these, and relate them to a future purpose (e.g. developing a skill which you find useful at your level but which you had not developed or needed when you were at your nominee's level). When your nominee has returned from a workshop, expect some 'reverse mentoring' as they try to explain their experience and the EIIL learning approach. Stay open-minded and ask questions to clarify - this will also help reinforce your nominee's learning. Offer to help them practice, or to observe them in future meetings. For later workshops, try to reflect on their earlier workshop reviews, and experience since these, in order to agree new learning aims.

Nominating Managers' Open Briefing

These are questions which have been raised recently. We will be available to clarify these, and any others, at a series of 'open' briefing opportunities at which you will be very welcome.

These will take place in our EIIL virtual office in Gather.town.
To join the meeting, follow this link:
https://bit.ly/EIIL-NominatingManagersOpenBriefing

Info Day	Date	Timing
1	03 Nov	12.00 - 13.00 CET
2	10 Nov	13.00 - 14.00 CET
3	17 Nov	12.00 - 13.00 CET
4	22 Nov	13.00 - 14.00 CET
5	29 Nov	12.00 - 13.00 CET
6	06 Dec	13.00 - 14.00 CET
7	08 Dec	13.00 - 14.00 CET
8	15 Dec	12.00 - 13,00 CET

2024 EIIL Programme

Detailed descriptions of each workshop are in the following pages.

Activity Code	Title	Date
CONF 1	Conference	06 Feb
HPL 0	Teamworking Skills Foundation	13, 14, 15 Feb
HPL 1	Effective Team Working	20 - 21 Feb
LLT 6	Designing the Sustainable Organisation	26 - 27 Feb
LPG 60	Understanding Selling	12 - 13 March
LPG 40	Effective Communication	25 - 26 March
CONF 2	Future Leaders Dialogue Conference	09 April
LPG 4	Industrial Marketing	23 - 24 April
LPG 3	Continuous Improvement	21 - 22 May
HPL 0	Teamworking Skills Foundation	28 May
LLT 7	Knowledge Management	03 - 04 June
F2F 1	Face-to-Face networking	06 June
HPL 3	Aiming for Setting Strategy	18 - 19 June
HPL 0	Teamworking Skills Foundation	29 August
HPL 4	Motivation & Commitment	03 - 04 Sept
F2F 2	Face-to-Face networking	12 Sept
LPG 2	Business Planning	16 - 17 Sept
HPL 0	Teamworking Skills Foundation	24 Sept
HPL 6	Leading Teams to Higher Performance	01 - 02 Oct
MCE 4	Multi-cultural Negotiating	07 - 08 Oct
CONF 3	Conference	10 Oct
LPG 7	Leading Innovation	21 - 22 Oct
CONF 4	Conference	24 Oct
MCE 5	Leading Multicultural Teams	04 - 05 Nov
LPG 5	Partnering for Growth	12 - 13 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).

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.
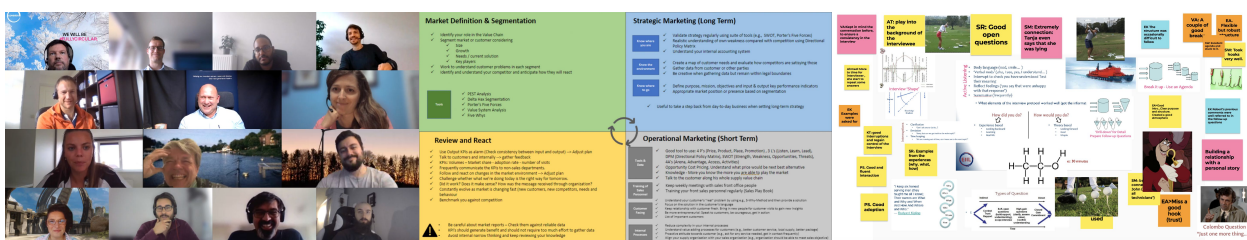
Partnering for Growth (LPG 5)

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.

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.

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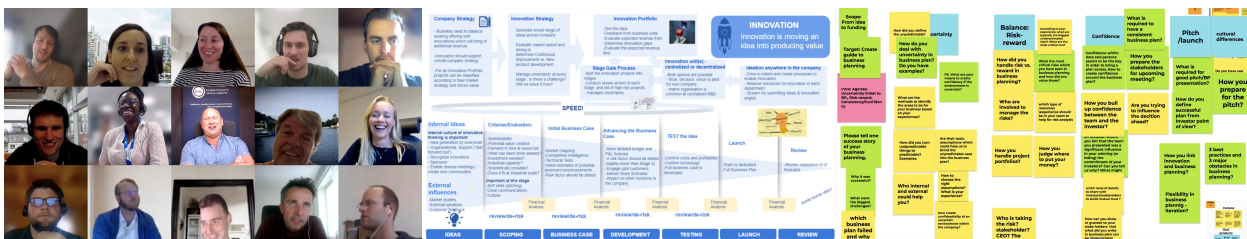
Continuous Improvements (LPG 3)

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.

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.
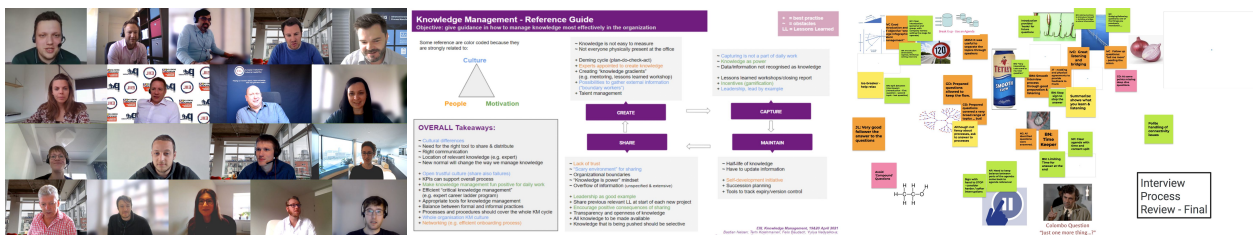

Talent Management for a Sustainable Organisation (LLT6)

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.

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.
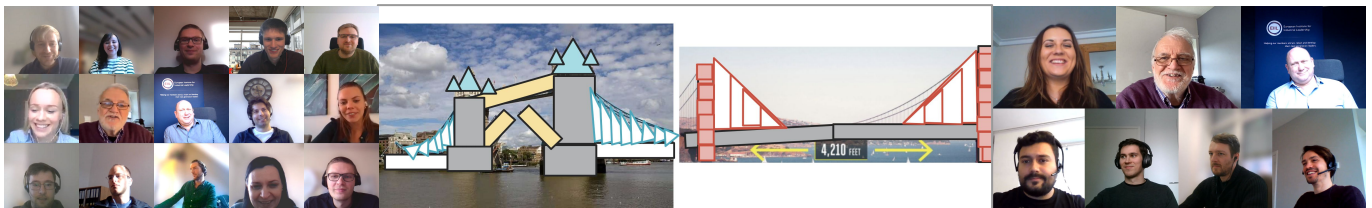
EIIL Team-working Skills Workshops

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.

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.
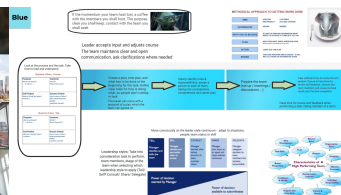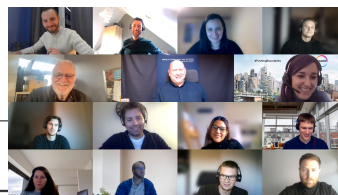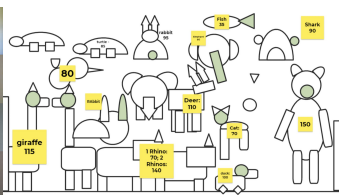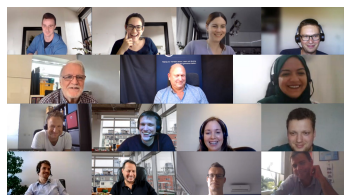
Other events

Face to Face Networking Events

Two face to face events encourage participants to create closer network connections than possible in the wholly online environment. All participants are expected to attend.

The first event (June) is dedicated to break the ice within Talent Teams, with an afternoon of fun and competitive games aimed at getting to know each other.

The second event (October) is dedicated to make best use of the day to progress with the Talent Team projects, by sharing an overview of each project (without disclosing any company confidential information) and exchanging ideas and suggestions via 'speed-dating' sessions.

An Event Organising Committee of representatives from each talent team meets together in the EIIL virtual office at lunchtime on a bi-weekly basis to organise the two face to face events.

Conferences

The conferences present and discuss issues which are common in our industry. They always take place virtually.
During an afternoon, impulse presentations alternate themselves with breakout discussions in an interactive workshop-style conference.
Talent Teams will join the discussion groups together with EIIL Alumni and graduating students from European student organisations (potential employees).
Conferences are organised by a multi-company steering committee of EIIL Alumni.

Other EIIL Member Activities

Alumni Programmes

Research Conferences
and Networking Events

Young Leaders Programmes

EIIL – European Institute for Industrial Leadership
EIIL AISBL Rue Washington 40 – 1050 Brussels - Belgium
LinkedIn: EIIL (European Institute for Industrial Leadership)
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