

Programme and Design Concept

The EILL workshop programme is for people who are passionate about improving themselves. Not just acquiring more knowledge, but learning to identify a skill, then practice it, and then use it to get their desired impact whenever they need to.

It is for people who are curious about why some teams are more effective than others, about what the team leader or other team members do which makes this happen, and who would like to learn how this happens and then develop skills to be able to influence the performance, and direction, of teams which they are part of.

The EILL uses teamworking skills to introduce the principles and practices of skill development. We provide a methodology, both to ensure a common language, and through which to develop core (foundation) teamworking skills (which can be applied immediately on teams back at work).

We use this development of teamworking skills to stimulate an interest, in some a passion, towards self-improvement. We then apply our interview-based 'Masterclass Methodology' to real business scenarios as vehicles to practice team skills and use these to develop additional skills often demonstrated by successful senior leaders.

Participants are exposed to a variety of new knowledge; characteristics and good practices which make a range of business functions more effective. More importantly, the programme provides insights from our network of senior industry leaders, into how decisions are made at senior levels. The EILL faculty, all experienced industry practitioners, guide participants to develop their personal skills to be able to influence these decisions.

The annual workshop programme is designed so that core teamworking skills are introduced early in the first semester. EILL coaches help teams apply these core skills to become familiar with the Masterclass workshop processes. The 'Collective Brain' concept encourages participants to share with / seek from Talent Team colleagues how the Masterclass workshop's good practices have evolved with each workshop as new skills are applied. New joiners to the programme, including those not following the full Talent Team concept will be 'caught up' with the current evolution of the workshop practices before their workshops.

Additional process skills are introduced as the 'Collective Brain' of Masterclass workshop practices develops. These have been shown to further improve Masterclass quality and can all be applied stand-alone outside the workshops

Coaching Clinics (1-to-1 or 1-to-few) can be arranged to address individual interests or issues.



Masterclass Workshop Process

The EIL Masterclass workshops provide an opportunity for participants to gain insights 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 non-business-specific 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 2023 the 20 EIL 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?

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. Managers from other disciplines can benefit, as workshops aim to 'raise awareness' rather than develop experts. A typical participants profile is:

- Technical professionals with the potential and ambition (capability and aspiration) to reach more senior leadership roles.
- 5 - 10 yrs workplace experience; in, or ready for first / 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 to improve themselves.

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



Programme FAQs

1. **Must nominees be 'technical' professionals?**

The programme is designed for technical professionals but contains nothing which inhibits non-technical professionals from attending. However, experience shows a higher proportion of non-technical professionals in a Talent Team does inhibit technical professionals from developing.

2. **Why is a growth mindset so important?**

It demonstrates participants are willing to invest in their own 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 participants' future 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 less-dominant participants are encouraged to develop skills to deal with these for themselves since such types will undoubtedly be encountered at work.

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

The programme's purpose is to develop leadership skills 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.



Line Management Support

Talents on the 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 EILL workshops than for some artificially sterilised training spaces).

Line manager's FAQs

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 EILL work without some concession in terms of workload. It also sends 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 EILL. 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 EILL 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 EILL virtual office in Gather.town.

To join the meeting, follow this link:

<https://bit.ly/EILL-NominatingManagersOpenBriefing>

Info Day	Date	Timing
1	08 Nov	12.00 - 13.00 CET
2	15 Nov	13.30 - 14.30 CET
3	22 Nov	12.30 - 13.30 CET
4	29 Nov	13.30 - 14.30 CET
5	06 Dec	12.30 - 13.30 CET
6	13 Dec	14.00 - 15,00 CET



2025 EIL Programme

Detailed descriptions of each workshop are in the following pages.

Activity Code	Title	Date
HPL 0	Teamworking Skills Foundation	11, 12, 13 Feb
HPL 1	Effective Team Working	18 - 19 Feb
LLT 6	The Sustainable Organisation	24 - 25 Feb
LPG 40	Communicating for Change	10 - 11 March
LPG 3	Continuous Improvement	24 - 25 March
CONF 1	Future Leaders Dialogue Conference	16 April
HPL 4	Motivation & Commitment	14 - 15 April
F2F 1	Face-to-Face networking	22 May
LPG 60	Understanding Influencing	02 - 03 June
CONF 2	Conference	12 June
LPG 4	Industrial Marketing	16 - 17 June
HPL 3	Aiming for Setting Strategy	23 - 24 June
HPL 6	Leading Teams to Higher Performance	01 - 02 Sept
LPG 2	Business Plans & Proposals	08 - 09 Sept
F2F 2	Face-to-Face networking	18 Sept
LLT 7	The Learning Company	22 - 23 Sept
LPG 7	Leading Innovation	06 - 07 Oct
MCE 4	Multi-cultural Negotiating	20 - 21 Oct
CONF 3	Conference	23 Oct
LPG 5	Partnering for Growth	03 - 04 Nov
CONF 4	Conference	06 Nov
MCE 5	Leading Multicultural Teams	17 - 18 Nov



EIL Teamworking / Process Skills Workshops

Participants on the full programme of workshops are introduced to a Foundation of Teamworking skills which provides a common language for effective teamworking 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 EIL 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.

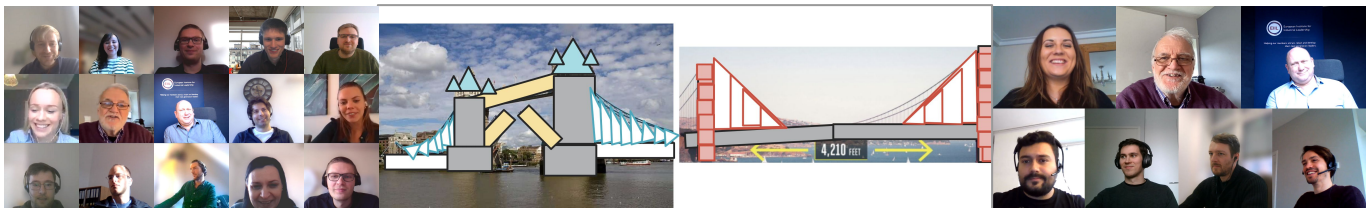
It is mandatory to have attended an HPL0 workshop before attending other workshops in the series (HPL1, 3, 4 or 6).

A short-form introduction can be arranged for those joining the programme mid-year.

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.

Motivation and Commitment (HPL 4)

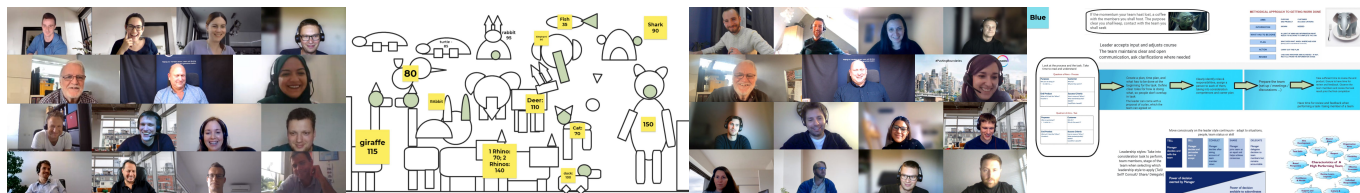
The ability to motivate oneself and others is a key leadership skill. If we were all motivated in the same way and by the same things leading teams effectively would be considerably easier. This workshop will give participants the opportunity to explore these issues by tackling a series of tasks designed 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. Participants are then given opportunities to take action to improve the performance of their team.

They will practice various styles of leadership and learn which are suited to different situations. The workshop 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.



Masterclass Workshop Descriptions

Talent Management for a Sustainable Organisation (LLT 6)

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.

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, with particular emphasis on its role in leading transformational change.

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. Participants are encouraged to consider applications of continuous improvement across all business functions.

Understanding Selling and Influencing (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. More curious participants will recognise that the selling approach considered can be applied to all influencing situations throughout their career.

FEEDBACK
Face-to-face social media

Purpose	Address	Online channels	Offline channels	Medium	Strong	Weaknesses	Limitations
Why is the message communication? The message can be sent via the digital channels:	1. Identify the problem 2. Identify the audience 3. Plan a solution	1. Email 2. Social media 3. Video 4. Webinars 5. Podcasts 6. Virtual reality 7. Augmented reality 8. Gamification 9. Chatbots 10. Virtual assistants	1. Direct mail 2. Print 3. TV 4. Radio 5. Billboards 6. Signage 7. Events 8. Conferences 9. Seminars 10. Workshops 11. Webinars 12. Podcasts 13. YouTube 14. Instagram 15. Facebook 16. Twitter 17. LinkedIn 18. YouTube 19. Instagram 20. Facebook 21. Twitter 22. LinkedIn	Printed materials and direct mail are still effective in reaching a wide audience. They are also effective in reaching a targeted audience. They are also effective in reaching a targeted audience.	Direct mail is a reliable way to reach a targeted audience. It is also effective in reaching a targeted audience. It is also effective in reaching a targeted audience.	Printed materials and direct mail are still effective in reaching a wide audience. They are also effective in reaching a targeted audience. They are also effective in reaching a targeted audience.	Printed materials and direct mail are still effective in reaching a wide audience. They are also effective in reaching a targeted audience. They are also effective in reaching a targeted audience.

Transparency creates trust
Transparency: concrete ideas, leaders who are available

Commitment analysis: who is going to do this with you?
Identify stakeholders: Oppose, Support, Allow, Help

Avoid the cultural traps (LEGAL, TAKE CARES)
Understanding local environment AND compliance

Respect the emotions of others
Adopting a more message to the individual person

Trust **Stakeholder analysis** **Understanding culture** **Emotional Intelligence**

Blue Team
Final infographic

Strong network
Many different skills needed
Characteristic effective selling team
to progress and providing

Excution plan
Measurements

Competition
Market fit
Customer fit
Competitive fit
Value fit
Service fit
Support fit
Partnership fit
Ecosystem fit



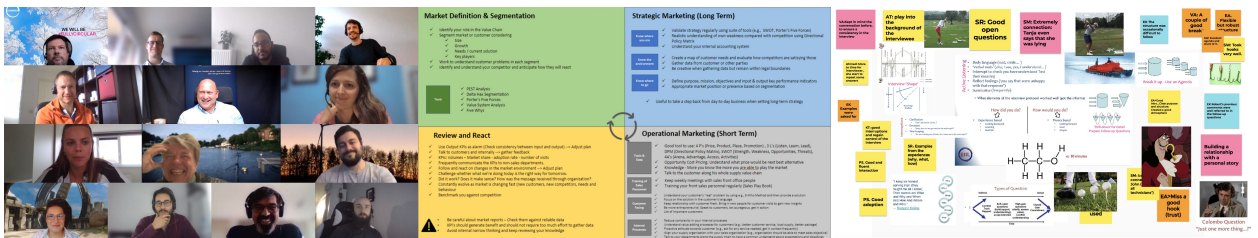
Masterclass Workshop Descriptions

Business Planning (LPG 2)

During this two-day workshop participants will identify some common themes, characteristics and successful practices from a range of experiences of developing and presenting business plans (or other business cases for investments or for project proposals). Emphasis will be on understanding that competition for resources is key in all organisations, and that accuracy and detail are necessary but rarely sufficient.

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.



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, processes and organization structures, and the (company) cultural aspects which might prevent or encourage innovation.

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 they might look for in a prospective business partner, and why.



Masterclass Workshop Descriptions

Knowledge Management and the Learning Company (LLT 7)

This workshop aims to help participants appreciate that certain core corporate knowledge is a critical differentiator to an organisation and, particularly with the increased adoption of AI in the workplace, 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.

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 multicultural make-up.



Other events for Talent Teams

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 (mid-Q2) 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 (early-Q3) aims to make best use of the day to progress Talent Team projects; 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 EILL virtual office at lunchtime on a bi-weekly basis to organise the two face to face events.



Conferences

Each half-day online conference explores issues facing future leaders in our industry. Short impulse presentations provide stimulus to breakout discussions in an interactive workshop-style format.

Talent Teams join discussion groups together with EILL Alumni and graduating students from European student organisations (potential employees) to share experiences and opinions on the conference theme and to extend their business networks.

Conferences are organised by a multi-company steering committee of EILL Alumni and Student Organisation representatives.



Other EIL Member Activities



Alumni Programmes



Research Conferences
and Networking Events



Young Leaders Programmes

