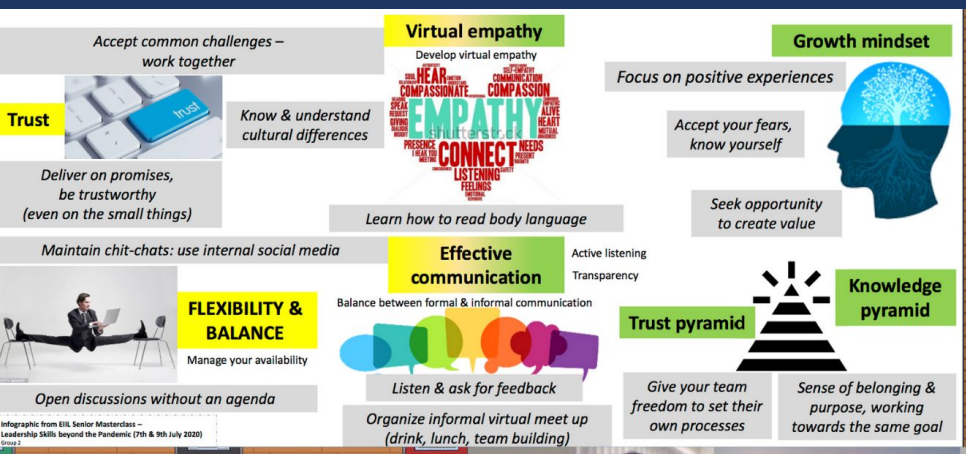
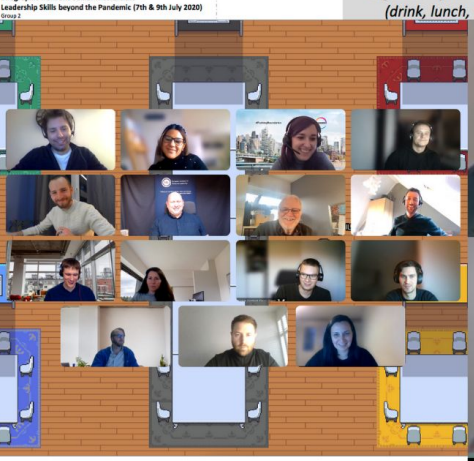
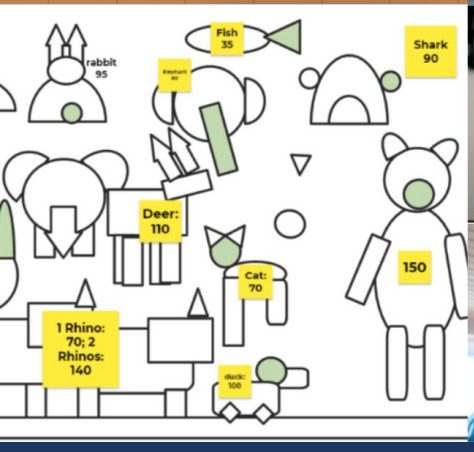
EIIL Masterclass Workshops Programme













Programme and Design Concept

The EIIL 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 EIIL 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 EIIL 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. EIIL 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 EIIL 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 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.

Last year 20 EIIL Masterclass workshops introduced participants to more than 40 'senior' interviewees from companies including Air Liquide, AkzoNobel, 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. 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 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.

Sponsors / 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 EIIL workshops than for some artificially sterilised training spaces).

Sponsors / Line manager's FAQs

1. **When should I nominate my prospective Talents ?**
   The annual programme starts with a mandatory one-day 'Core Skills' workshop (HPL0) in early February each year. There are several dates available to accommodate the whole year's cohort. Ideally participants will be nominated during Q4 of the previous year, with Line Manager briefings in December and Talent Team Kick-Off meetings in late Jan to give time for Talents to clear their diaries for the early workshops.
   Special arrangements can be made for those joining the programme later in the year.
2. **I do not have, or cannot release, sufficient nominees to form the recommended Talent Team of 8 - 10 people. How can my one, two or three talents join the programme?**
   Individuals on a Talent Team follow the mandatory HPL0 core skills workshop and then usually 3 selected workshops (one 'process', 2 'interview-based). They then provide 'teach-back' to their Talent Team in regular lunch time 'drop in' meetings. Individuals or small teams insufficient to form a single company talent team to cover all workshops will be offered to join a multi-company Talent Team. Since there is nothing company-specific shared, the multi-company Talent Team can operate exactly as one from a single company. The Tardis platform will be made available as 'neutral' ground on which to meet.
3. **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'.

3. **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.

4. **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. To clarify these, and any others which might arise, we recommend that, once Nominees are identified, a briefing session with their Line Managers is convened.

Line Manager briefings are usually convened in late December, or early January for a February programme start.

2027 EIIL Programme

Detailed descriptions of each workshop are in the following pages.

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

Programme dates are indicative and may be subject to change.

EIIL 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.

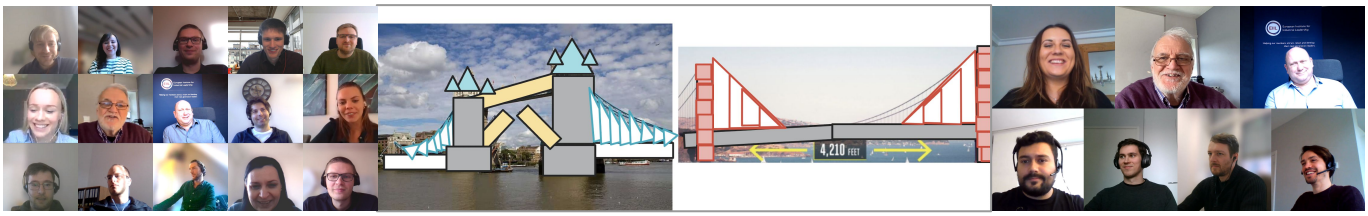
A Team-working Skills Foundation (HPL0)

This one-day workshop introduces the basic skills that are the foundation of the 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 any other workshops or masterclass.

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.

Motivation and Commitment (HPL 4)

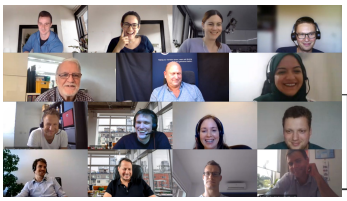
The ability to motivate oneself and others is a key leadership skill. If we were all motivated in the same way and by the same things leading teams effectively would be considerably easier. This workshop will give participants the opportunity to explore these issues by tackling a series of tasks designed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

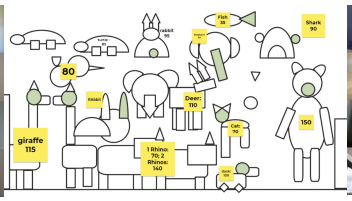
They will have the opportunity to develop an understanding of those things that motivate (and de-motivate) individuals. They will develop observation skills to be able to detect levels of motivation in team members and then to take appropriate actions. There will be an opportunity to examine some renowned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

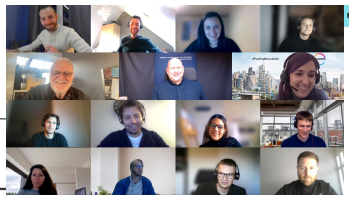
Leading Teams to Higher Performance (HPL 6)

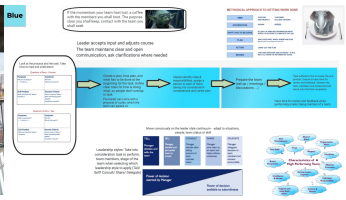
This two-day workshop will provide participants with the opportunity to explore the characteristics of a 'high performance' team and how to observe and evaluate their own team against these characteristics. Participants are then given opportunities to take action to improve the performance of their team.

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.

Communicating for Change (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.

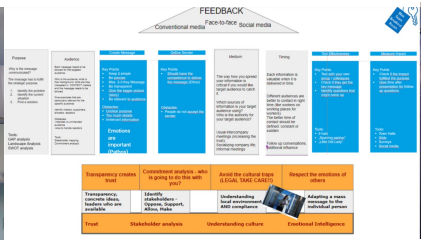
Continuous Improvement (LPG 3)

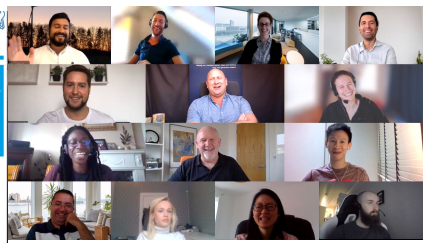
Most senior leaders have an interest in continuous improvement, whether self-development, learning from their own experiences (successes and failures), or in trying to improve each of the jobs, roles, departments and businesses through which they have progressed. Many have used some of the principles of Continuous Improvement, often without knowing, and often having only ever been peripherally engaged with Lean Manufacturing, Quality improvement or similar programmes. In this masterclass participants will identify practices to help them continuously improve themselves, their future roles and careers.

Understanding Selling & Influencing (LPG 60)

This workshop aims to help participants improve their ability to influence decisions throughout their careers by raising awareness of the key characteristics of an effective selling organisation. It will also help them to better understand what timely support they, and their departments, need to provide in order help in winning the sales to drive business growth.







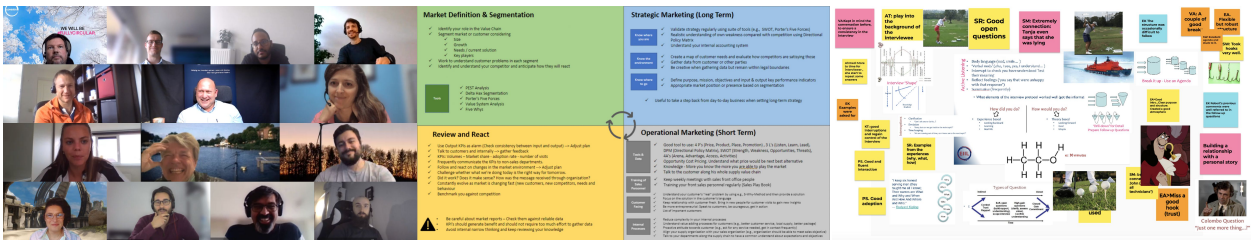
Masterclass Workshop Descriptions

Business Plans & Proposals (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.

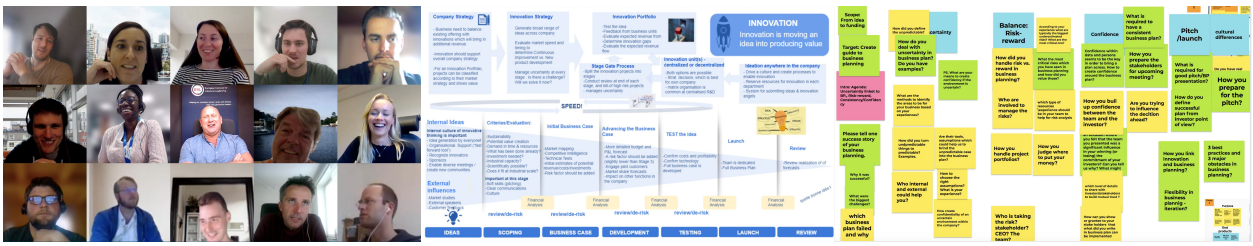


Leading Innovation (LPG 7)

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.



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Masterclass Workshop Descriptions

Knowledge Management and the Learning Company (LLT 7)

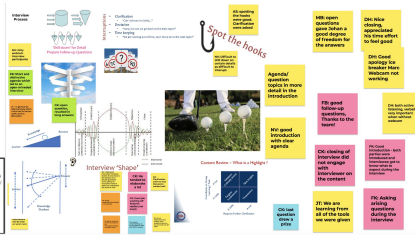
This workshop aims to help participants appreciate that certain core corporate knowledge is a critical differentiator to an organisation and, particularly with the increased adoption of AI in the workplace, to understand the value of organisational knowledge management in their current and future roles. 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.



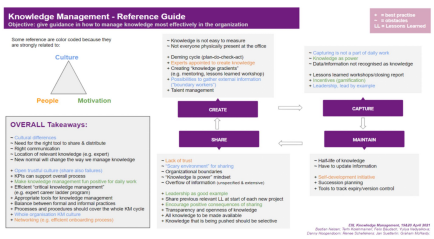




Leading Distributed Multi-Cultural Teams (MCE 5)

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.

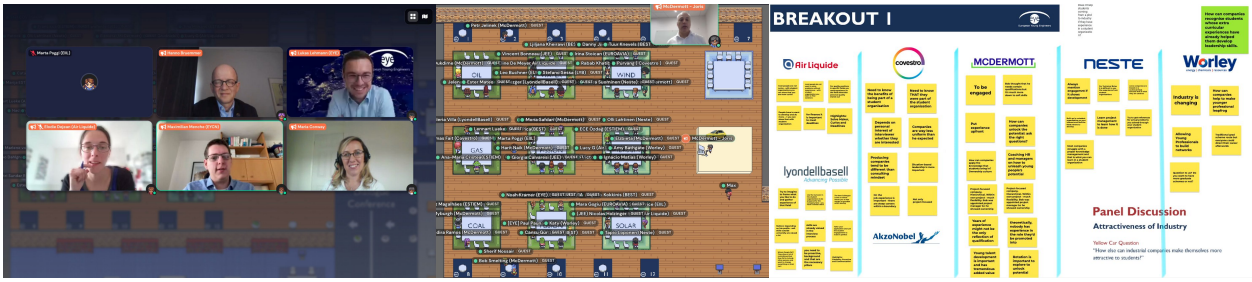
The second event (early-Q3) aims to make best use of the day to progress Talent Team projects; sharing an overview of each project (without disclosing any company confidential information) and exchanging ideas and suggestions via 'speed-dating' sessions.

An Event Organising Committee of representatives from each talent team meets together in the EIIL 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 EIIL 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 EIIL Alumni and Student Organisation representatives.



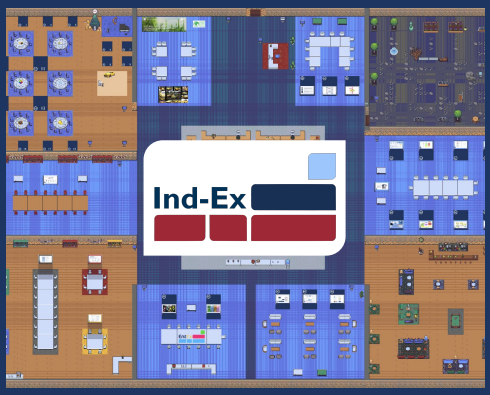
Other EIIL Member Activities



Alumni Programmes



Research Conferences
and Networking Events



Young Leaders Programmes

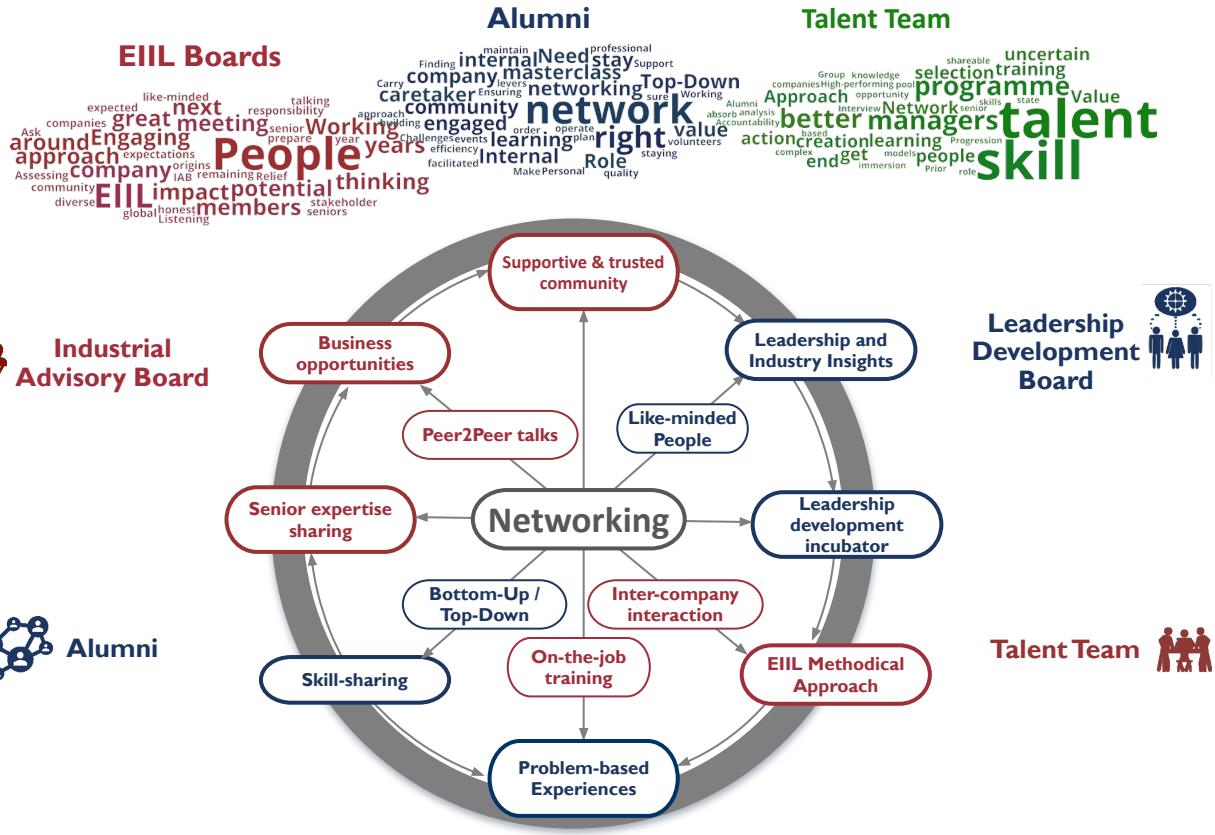
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Value Proposition

2023 research

This project aimed at identifying what each stakeholder of the EIIL (Industrial Advisory Board, Leadership Development Board, Talent Teams, Alumni) is perceiving as a benefit and valuable from each one of the EIIL activities (masterclasses, alumni activities, engagement with students, being involved in the boards, as well as personal benefits).

We interviewed 19 seniors in our EIIL network.



Value Proposition

Masterclasses

- Reflection exercise. Relearn to differentiate between what is important and what is not.
- Methodical and hands-on approach it provides.
- Providing value to address the complexity of moving up higher in terms of management.
- Participating with individuals from different companies helps experience diverse work cultures and build a network.
- Highly practical and focused on the skills that young managers need.
- The masterclass program is a unique and transformative experience that allows us to connect with young aspiring leaders and share our knowledge and expertise.

Alumni

- Foster networks within companies and across different companies.
- Constant source of inspiration and guidance for current and future EIIL students.
- Connecting young professionals with experienced alumni and opportunities for internal progression.
- An active alumni group offers individuals a podium to evolve in their leadership skills and become leaders within the company.
- New bridges of reaching out to others within the company. All facilitated by the skills acquired during the workshops and interview-based learning.
- Involving alumni caretakers for continuous support and events, contributed to the sustainability and success of the alumni community.
- They're the ones I can always fall back to in case of a real big problem.

Personal

- Build up relationships with people from other companies that may have eventually different views.
- Personal growth and development, allowing me to reflect on my own leadership style.
- Diversity among board members, with varied geographies, cultural perspectives, and industry backgrounds.
- Networking opportunity with people who are genuinely passionate about their work. Connecting with heads of industry.
- A lot of self-reflection, especially in dealing with strategic or open tasks. This program allowed me to apply new tools and assess their effectiveness.
- Understanding the importance of reviewing results, refining aims, and the constant process of looking back.

Face to Face Networking Events

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 two face to face events, with very simple aims: to provide memorable and fun events to strengthen business networks of our talent teams.

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.

Active alumni are then invited to join the after work dinners to share their own experiences both during their talent team year, and as active alumni.



Alumni Activities

Alumni Coaching Skills Development Programme

This programme aims to support and advice alumni Coaching Team members to test their EIIL team-working skills with their own workplace teams, and to improve their own coaching skills. After providing alumni with initial training in EIIL inductive coaching principles, they get to observe the masterclass programme, and see how our coaches coach team exercises. Observations are discussed in informal lunchtime reviews, where they are shared with a community of like-minded, self-learning enthusiasts, and with our senior coaches.

Conference Series

Each year, a conference series is organised by a multi-company Steering Committee of alumni, together with European student organisations. The group is in charge of the organisation of a series of interactive conferences: the brief is to find speakers, produce the promotional material, find industry ambassadors as participants, moderate break-out group discussions, and report.

Future Leaders Dialogue

Future Leaders Dialogue (FLD) is an annual 'barometer' to align students and companies on the skills requirements of young talents and the attractiveness of a career in industry. The initiative is lead by a consortium of EIIL industry members, represented by their alumni and European Student Organisations.

Tasks are all done during "working workshop-style meetings" that take place on Wednesday lunchtimes on alternate weeks.
This project allows alumni to practise the EIIL methodical approach, to strengthen their internal & external network whilst putting together a compelling conference programme, and to connect with and attract potential new recruits.

Ind-Ex: EIIL's Young Leaders Programme

Mixed teams of students and young professionals interview four EIIL alumni in a 2-day masterclass format.
Similarly to the main EIIL masterclass programme, participants produce an infographic guide with the essential skills of successful industry leaders and a roadmap of how to develop these, producing a record of the workshop to be useful in their future careers.

Alumni Open House

Every second Tuesday of the month we meet in the EIIL virtual office for an alumni informal gathering to (re-)connect with others from the EIIL network, hear from active alumni about current activities on how to stay involved with the EIIL, and have 'special interests groups' discussions on topics proposed directly by alumni.

Alumni Activities

Alumni activities provide continued growth & development for alumni.
Opportunities to:

- Further practice skills of working in cross- or multi-company teams, often with high potentials from European student organisations.
- Maintain and extend networks, internal and external, as alumni reach out to speakers and participants.
- Informal support groups - mentors and buddies .
- Develop a passion for 'attract, develop, retain' as a personal differentiator.
- ("In addition to my day job, I'm also…").

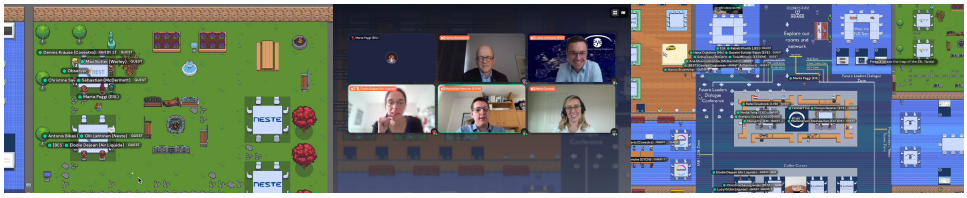
EIIL Conference Series

Organised by a multi-company Steering Committee of alumni, together with European student organisations. The group is in charge of the organisation of a series of conferences: the brief is to agree on a theme, find speakers, produce the promotional material, send invitations, moderate break-out group discussions, and report.

Future Leaders Dialogue

Future Leaders Dialogue (FLD) is an annual 'barometer' to align students and companies on the skills requirements of young talents and the attractiveness of a career in industry. The initiative is lead by a consortium of EIIL industry members, represented by their alumni and European Student Organisations.

Tasks are all done during "working meetings" that take place on Wednesday lunchtimes on alternate weeks.
This project allows alumni to practise the EIIL methodical approach, to strengthen their internal & external network whilst putting together a compelling conference programme, and to connect with and attract potential new recruits.

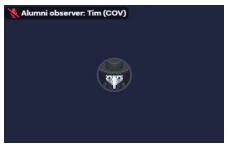


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Alumni Coaching Skills Development Programme

This programme aims to support and advice alumni Coaching Team members to test their EIIL team-working skills with their own workplace teams, and to improve their own coaching skills. After providing alumni with initial training in EIIL inductive coaching principles, they get to observe the masterclass programme, and see how our coaches coach team exercises. Observations are discussed in informal lunchtime reviews, where they are shared with a community of like-minded, self-learning enthusiasts, and with our senior coaches.



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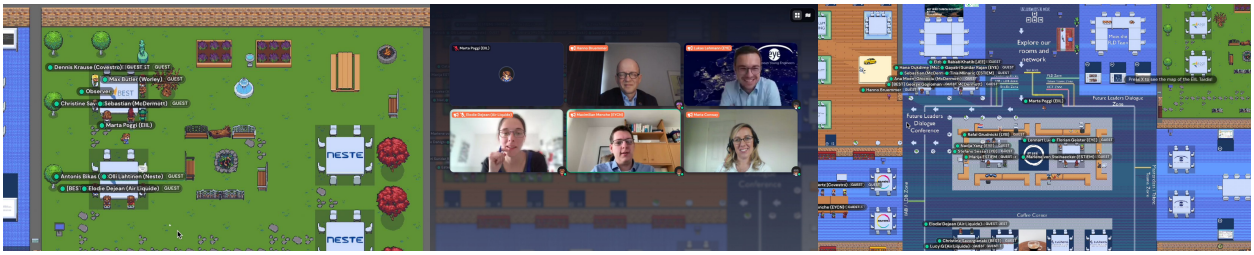
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