



# ***SEAL***

## ***TRAINER GUIDE***

### ***WIAL Malaysia Conference***

# Introduction

- A senior leadership programme run over 10 months to achieve a major business goal, profound leadership development, better life balance and a powerful support network.
- The magic of the SEAL programme lies in the overall Action Learning development process of the programme and definitely not in module content (P).
- With the exception of Module 1, strong arguments can be made for any desired sequence of the modules. Programme module can vary according to the needs of the participants.
- It is important to note that this programme will remain a ‘work in progress’ for a long time. The business environment and the world at large is in a state of constant change and the programme will change to reflect this.

## *Major Goals*

- The business goal
- The leadership development goal
- The personal goal
- The business networking and support group goal

# *The Trainer*

- Be a Certified Action Learning Coach with substantial coaching experience
- Have extensive business, leadership and training experience
- Be up to date with current leadership and organisation development concepts and trends
- Must 'walk the talk' of Action Learning' – be a great role model.
- Must be fully conversant with the content of Dr Marquardt's most recent books.
- Must have attended the SEAL trainer training presented by Ron McLuckie – WIAL India

# SEAL Development Process

Pre-programme meeting

1 hour Skype Coaching Sessions

Participant group of 6 – 8 members

Business goals  
Leadership goals  
Personal goals

1 2 3 4 5 6 7 8 9 10

1-day monthly workshop modules

Kick-off Workshop

Final Presentation

# *The SEAL group*

- SEAL groups typically consist of 6 – 8 participants.
- Group composition is critically important and strongly influences the success of the programme .
- Mixing significantly different levels of seniority and capability simply does not work. Participants expect to be associating with other senior level, capable people. This is also essential to achieve the networking goal.
- It is also fine to mix corporate and entrepreneurial people. With corporate participants, make sure they are motivated to participate and have not been ‘voluntold’ to be on the programme.  
Take your time to ensure that you have a great mix of people as this will make or break the programme.
- Serious about business improvement, genuine motivation, preparedness to learn, willingness to change, sense of humour etc are all factors you can consider. If in doubt about the suitability of a candidate for a specific group, rather exclude than jeopardise the group.

# *The Pre-Programme Meeting*

1. Develop rapport with the person and get to know and understand them and their business better.
2. Determine and clarify a worthwhile business improvement project / goal to be achieved during the programme. Remember ROI.
3. Identify and discuss leadership skills / capability participant would like to address on the programme. Remember to focus on strengths rather than limitations
4. Deal with any concerns the person may have
5. Communicate our expectations of the participant. Be very assertive about this.
6. Learn about any other expectations participants might have.
7. It is sometimes well worth while getting all participants to meet up with each other informally before the programme starts.

# Module 1 Workshop



- Module 1 is really important in terms of setting the scene for the rest of the programme.
- Although the ‘Who moved my cheese?’ video is old, it is a classic that still works.
- This module also introduces Action Learning in the unlikely event that participants have not experienced it before.
- The structure of this module is slightly different from the others, in that it has only one Action Learning session.
- The module indicates all the content to be followed.



# Modules 2 - 8



- Critically important in these modules to follow the process and structure outlined on the following slides. Remember, it is the review and reflection exercises and the Action Learning sessions that have priority over the very popular and in-demand knowledge or ‘P’ components.
- With the exception of Module One, there is no requirement to stick rigidly to the modules and module topics covered in this guide. If you require different content or topics it is totally fine to reflect content that is relevant to the group.
- Can also utilise various subject matter experts (SME’s) to deliver short ‘P’ sessions when appropriate e.g. for finance, marketing etc strategy.

# Module Structure



1. Review and reflection of learning and progress since last session. Participants should come to the session with this already completed. If necessary provide limited time for participants to finalise this during the session. All buddy pairs to share review and reflection results. A brief individual report back to the total group is also very powerful and encouraged. *This exercise should take around 45 minutes.*
2. Knowledge or 'P' session. This is the presentation of limited module 'content' on a particular topic or theme. The module content is fairly comprehensive and be quite selective in what you want to focus on. Avoid the trap of getting locked into too much time being invested in this content. Remember the magic of SEAL is in the overall process and Action Learning and not in 'P'.

These sessions need to be presented in a very interactive manner and you will typically find that a number of practical exercises or assessments have been incorporated in the modules.

*The 'P' sessions should not exceed a maximum of 2 hours.*

## *Individual Skype coaching session*

The coaching sessions are an integral and essential component of the programme. The purpose of the coaching session is help the person review, reflect on, and progress their business goal, personal goal and leadership development and clarify their learnings in the process. It is also to keep participants motivated and deal with any challenges they may experience. The coaching session should be structured accordingly.

Remember to stay in the Action Learning questioning mode.

If they ask for more time then this should become a separate contract and not part of the programme.

While face-to-face meetings are highly desirable, they are unfortunately very time consuming in terms of travel, longer sessions etc.

# Final Presentation



The culmination of the programme. It involves participants doing a maximum 15 minute presentation that covers the following content:

- Business and personal goal progress and achievements
- Summary of key learnings
- Future plans

## Objectives:

- To encourage a very robust review and reflection process on their learnings throughout the programme.
- Secondly it refines presentation skills.
- Thirdly it provides a huge feel good factor for participants to celebrate their achievements.

# *Business Networking and Support*



A natural outcome of the Action Learning sessions and is hugely powerful.

Programme participants sometimes end up helping and ‘coaching’ each other outside of normal programme meetings, which is great. What is essential in the process is that participants stick to asking each other questions and not get into advisory or expert roles.

Participants also arrange social events during the programme which is great. Participants frequently set up group Google +, whatsapp etc accounts to encourage contact and communication and this generally works well. Encourage all this contact and interaction and do not fall into the trap of driving or co-ordinating it. That is their role and not yours.

# *Questions?*