

A LEADERSHIP DEVELOPMENT PROGRAMME

**THE FOUNDATION
OF A JOURNEY
TOWARDS
LEADERSHIP EXCELLENCE**

Taking leadership to new levels

C O N T E N T S

	Page
1.0 Our approach	1
2.0 Our qualifications for this assignment	6
3.0 Evaluating the impact	7
4.0 Deliverables and benefits	7
Appendix 1 – Theoretical Underpinning to the LeaderShape Approach	8
Appendix 2 – Theoretical Underpinning of Strategy	10
Appendix 3 – Shaping the Ideal Culture for Performance	13

1.0 Our approach

Theoretical underpinning

Whilst some of us may be born with greater innate leadership ability than others, there is no question that leadership skills can be built through practice and that each individual's leadership potential can be realised through effective development. Anyone in a senior position requires both management and leadership skills – and the more senior the role, the more time needs to be spent operating as a leader rather than manager.

LeaderShape focuses on Leadership Development and then builds in Management Development as appropriate, whereby:

- Leadership > Establishing Direction, Aligning People, Motivating and Inspiring
- Management > Planning, Organising & Staffing, Controlling & Problem Solving

Leadership development should be a continuing journey towards excellence with vital ingredients throughout being a continually increasing of self-awareness and inner self confidence.

The foundation of the LeaderShape approach towards leadership excellence is centred on the Goleman Boyatzis model of Emotional Intelligence as well as the work of Harrison and Harris & Ogbonna in the area of Culture change and development. Details can be found in APPENDIX 1.

Practical implementation

Since every organisation has unique requirements, LeaderShape tailors its programmes individually to precisely meet a particular client's needs. We normally propose a three-faceted approach that provides individual support, group learning in a workshop environment and an experiential element to further raise self-awareness and provide an opportunity to try out different leadership styles in a safe environment. The entire programme is modularised to minimise time away from the business, whilst maximising its impact.

We recommend groups of between 6 and 10 people for each cohort to optimise cost effectiveness with group interaction and personal participation. Where the Senior Management Team consists of more than 10 executives the options are to have a single group with break-outs into smaller teams, two groups that are put through identical programmes, or two groups that combine for certain parts of the programme.

Phase I – Raising self-awareness

This is the key to both enhanced Emotional Intelligence and Leadership.

We recommend a thorough introduction into leadership, emotional intelligence and shaping culture before conducting a LEIPA assessment so that the individual gets the most value from the process. Our preference and recommendation is for the LeaderShape facilitator (who will also be an experienced coach) to meet each of the participants individually and in confidence before the group programme commences in order to assess hopes and aspirations, issues and concerns

The following provides further detail of the Phase 1 workshops and assessment:

1. LEADERSHIP IN CHANGING TIMES! – AN INTRODUCTION TO THE NEW LEADERSHIP

This session provokes learning and reflection on the changing demands of employees and the business environment and why we need a changing attitude to leadership as a consequence. It also looks at what good leadership is, the difference between leadership and management and the impact good leadership has on organizations, drawing on published information including from the 100 Best Companies survey. A questionnaire and group analysis provides participants with an opportunity to understand how they each learn best – another step on the way to self awareness.

2. FROM EI TO LEADERSHIP – KNOW THE SIX STYLES – AND CREATE INSPIRATION

We include an introduction to Emotional Intelligence and how blends of capabilities from the competencies of the Awareness and Management of Self and Others combine to characterise different leadership styles. Participants start to improve self-awareness by identifying EI strengths and development areas and also their natural leadership styles and which styles they might wish to work on. We also discuss when, where and how to use the different styles. See Appendix 1 for more details.

Inspirational leaders exhibit a number of expected and predictable characteristics. Truly inspiring leaders also exhibit some rather unusual behaviours that fly in the face of the common image. This module explores those characteristics that make inspirational leaders different. It also looks at the characteristics that we are able to forgive in those that inspire us. Importantly, this module focuses clearly on the ‘How to’ develop those characteristics of an inspirational leader

3. SHAPING CULTURE – CREATING A PERFORMANCE ENHANCING CULTURE

Leadership creates the working environment in a company (Climate is the common term used) which enables the development of a performance enhancing culture. The right Culture (How we do and improve things around here!) is required to produce significantly improved performance. We explain the relationship between leadership, climate and culture and the characteristics of a performance enhancing culture. Participants engage in an exercise to identify the actual and ideal culture of the organisation and then consider the role of the leader and the individual in developing a performance enhancing culture.

4. INDIVIDUAL LEIPA ASSESSMENT

We use our leading-edge 360° feedback tool - LEIPA (Leadership Emotional Intelligence Profile Assessment), as a benchmark for each delegate on the programme and as a basis for personal development. To familiarise the Raters with the LEIPA tool before they complete the questionnaire, we run a 1 hour session. We can also run a half-day workshop to introduce them to the concepts of EI and the six leadership styles as well as the instrument itself. This has the spin-off benefit of getting the raters to think about their own leadership styles and their own EI capabilities as well as those of the people they will be rating. The information Raters provide is kept confidential (except from their manager) and the report is confidential to the individual candidate. (Detailed manual and sample report available on request).

Each person taking the LEIPA assessment will get personal one-to-one feedback plus a follow up coaching session totalling about four hours and will be asked to consider how they might like to develop their EI and leadership skills to produce enhanced performance and to complete an Action Plan which requires obtaining suggestions from their raters. Ideally this forms an integral part of a Personal Development Plan integrating together with the business challenges that they face over the coming months / years.

The LEIPA process usually takes about 6 weeks to complete from start to finish.

Optional: LEIPA is a proprietary instrument that can, where appropriate be customised to incorporate the clients key values.

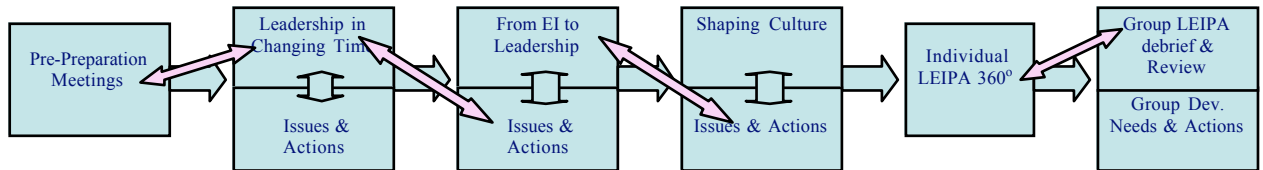
5. GROUP LEIPA DEBRIEF AND REVIEW

This last session of Phase 1 first demonstrates the EI and Leadership profile of the group and then allows each person to see how they fit into the overall picture without giving away any sensitive information or individual scores. It also enables each individual to see how they compare to the group as a whole. At the same time we encourage as much sharing as possible which in itself helps develop the EI capabilities of trustworthiness and transparency and is significant in team building.

From this, the group can identify the areas they as individuals can most benefit from continued group learning.

The key leadership styles of Visionary and Coaching Leadership, and EI capabilities such as Empathy, Change Catalyst, Team Building and Emotional Self-awareness are common choices to learn in a group format.

Phase 1 Programme Structure



The structure we use is one of a series of MasterClasses as shown above. Each module usually covers the following schedule:

INTRODUCTION
Review of Previous SMART Actions
NEW LEARNING
ISSUE SESSION
Review, Main Take-aways, New SMART Actions

- Introduction to the session
- Review of Actions agreed at previous workshop and discussion on any issues
- New learning – knowledge and information transfer in a participative style that includes exercises, questionnaires and involving participation of participants in the sharing of their knowledge and experience
- Discussion of business issues that relate to the new learning and of issues that were not resolved from the previous workshop. LeaderShape has developed sound techniques for encouraging participation and resolution and are experts in peer group facilitation and action learning
- Review of the Day
- Discussion of main take-aways and agreed SMART Actions to be completed by the next workshop for review and discussion
- Ideally workshops should be spaced between 3 and 6 weeks from each other (the schedule above allows for about 4 weeks). This is to enable participants to work on their own actions plans and be able to reflect and practice their learnings but not to have had time to forget their learnings.

Phase 1 – Additional Programme Options

Strategic Development:

For businesses who wish to develop their vision, mission and / or strategic plans, or who wish to communicate the top level vision, goals and strategies for middle management to develop, LeaderShape often combines specific Masterclasses with the leadership programme modules described above. We have found that a good format can be to have a _ day each of leadership development and strategic development, even perhaps starting with a two day retreat event. The theory and approach LeaderShape uses is outlined in Appendix 2.

Introducing Management Business Skills Learning:

For Middle Management, a requirement can often be that the participants on a leadership programme also need skills training in areas such as Finance, Legal / Contractual, Project Management, Human Resources, Marketing, Sales, etc. In such cases we bring in specific experts, preferably together with an in-house specialist if available, to run the desired modules. However, these topics are introduced using the same format as with the self-awareness modules including peer group discussion of issues and action learning. All programme modules are facilitated by LeaderShape accredited faculty to provide a richer and more sustainable learning experience.

Culture Audit and Development:

LeaderShape has developed a proprietary on-line culture survey tool that provides feedback from raters on their view of the ACTUAL and IDEAL culture of the business. The survey is run across a diagonal x-section of employees to obtain a balanced view of what the business thinks. This is a cost effective tool that adds valuable insights for the management to understand what they need to do to achieve the desired culture and we can help advise how to do it. Quite frequently the view in the different parts of the organisation of the ACTUAL Culture is quite different but the view of the IDEAL culture “can” be quite similar. Working this data and the resulting cultural requirements into the combination of behavioural leadership and strategic development, can be a very powerful combination to drive the business forward. See Appendix 3 for further details on shaping the ideal culture for performance

In-House Trainer Training:

LeaderShape can also provide in-company train the trainer programmes, so that the training and development department can learn the skills to develop individuals at all levels in key EI capabilities such as Empathy, Conflict Management, Initiative, Emotional Self-Awareness, etc. We also have considerable experience in tutoring the development of in-house coaches who can then provide coaching training throughout the whole organisation.

Leadership Consulting:

As experts in all aspects of Leadership Development, LeaderShape can provide a consulting service to assist HR departments develop a complete company wide plan that includes a train-the-trainer programme for in-house executives and only using LeaderShape facilitators in the really specialist areas where a combination of leadership expertise and years of business experience are required.

Phase II – Leadership Coaching

One or more members of the cohort may have development areas and issues that are individual to them of may need support in relation to the group development priorities. In such cases it is proposed that members have access to personal 1:1 coaching.

Whilst the nature of the coaching relationship requires that the detail of coaching sessions remains confidential to the delegates and their coach, we appreciate that the assignment sponsors will want to see some form of progress report. Each coach will agree with their coachee(s) the form that this should take.

This phase will run in parallel with those that follow.

Phase III – Leadership Workshops

Based on the feedback and input from the Group Debrief and Review in Phase 1, LeaderShape will design and deliver a series of workshops, all lasting between half a day and a full day. There is a broad range of possible subjects to choose from and we will work with the client to pick a set that most closely meets the needs of the organisation. Normally, a series of between six and eight workshops would be appropriate for Phase 3. Topics that could be covered might include (but not be limited to):

- Introduction to the Coaching Style
- Learning how to coach
- Learning how to facilitate groups
- Advanced Communications Techniques

- Visionary Style of Leadership
- Learning about Vision, Mission and Goals
- Developing a customized strategic planning process
- Providing the structure and procedures for a 3 yr strategic plan that is a living management tool

- Team Building (LeaderShape has accredited facilitators of the Margerison McCann Team Management System on its faculty)
- Team Building (various other modules)

- Strategic Thinking and Planning
- Techniques for creativity and innovation

- Other Leadership Styles in detail (Democratic, Affiliative, effective Pace-Setting)

- Specific EI Capabilities in detail, for example:
 - Empathy, Change Catalyst, Initiative, Inspirational Leadership, Self-Awareness

- Culture Survey & Analysis
- Developing the Organisational Culture

- Further Self & Team - Awareness (eg: MBTI2, FIRO B)

Phase IV – Experiential event

Learning the theory of leadership is one thing, putting it into practice is quite another. LeaderShape can provide a unique experiential event – either one or two days – that will test the delegates under pressure. Such an event provides a safe environment where delegates can try out the various leadership styles in testing conditions and observe the reactions of their colleagues and the success of their chosen strategies.

Phase V – Repeat LEIPA reports

About twelve to eighteen months after the start of the programme we would suggest re-running the LEIPA instrument. This provides insight into perceived changes of behaviour over and beyond the period of the programme. Delegates and their raters can reflect on the changes that have been made over the period and the impact that this has had on the business.

This programme provides the foundation for the journey towards leadership excellence. Once a leader has developed their emotion intelligence they will be ready to move on to deeper and higher level areas of intuition, personal conscience and self determination

2.0 Our qualifications for this assignment

LeaderShape is run by business leaders for business leaders. Each of the directors and all of the faculty members has experience of running significant businesses. We have worked with and for many household names in organisations small and large.

LeaderShape instigated and now runs the Institute of Directors supported CHEOPS programme for chief executives. This programme brings CEOs together in peer groups to develop leadership and business skills. LeaderShape also advises the IoD on other Director Development programmes.

LeaderShape also trains mentors for the South East England Development Agency's MERLIN programme. So far 70 mentors support up to 250 high tech, knowledge-based entrepreneurs throughout south-east England.

LeaderShape has run very successful leadership programmes for, amongst others, a major recruitment firm in the finance and banking sector and a specialist top end marketing communications business. LeaderShape is currently running an international leadership programme for Disney Corp. Some of the many plaudits garnered as a result of these assignments are noted below:

"The leadership development programme has not only helped me to become a better, more confident leader it has also facilitated the changes in climate and culture that the business needed to move forward. We now have team managers who are better equipped to make decisions and who understand the changes we are trying to implement." – Managing Director

"The Leadership programme has transformed our business by introducing a coaching style of management, with a real focus on empowerment and self development. This has, in turn, created a more positive culture and feel across the business and improved staff retention levels. I am positive this will also lead to greater results!" – Director, Sales

"The LeaderShape programme has given us not only a greater understanding of theoretical concepts behind effective leadership but most importantly has focused on putting these concepts into practice, starting with role plays and group work which have given us the opportunity to develop these skills and then progressing to helping us implement them in different situations we are facing. By approaching learning in this way we have not only learnt from our trainer but also from the experiences of others in the group" – Director, Business Development & Marketing

"A rewarding and enlightening programme that not only takes you on a steep learning curve, but also gives in depth insight into leadership and how emotions can affect individual, team and company performance and success" – Sales Team Manager

"The leadership course has really helped highlight my leadership strengths and weaknesses but also given me the tools to work on developing them. I am now seeing the results within the team that I manage." –Senior Sales Manager

The CHEOPS programme has been of significant value to me over the last two years and will continue to be in the future. It allows me to continue to learn advanced techniques enabling me to become a more competent leader, to offer space for reflection and to provide a safe forum for the discussion of important and sensitive issues with fellow CEOs. As a result of this learning, I have introduced into the company a leadership development programme (which includes a LEIPA 360o assessment of each individual), a culture survey and a process producing state-of-the-art EI profiling, behavioural selection techniques and personal development plan programmes – all delivered by LeaderShape. Combined, these create a foundation for sustainable growth and performance by ensuring we have the right people developed to succeed. The LeaderShape facilitators and coaches bring an effective and ideal combination of top level practical business experience, knowledge about leadership and skills in coaching & facilitation. – Chief Executive

3.0 Evaluating the impact

It is important to us that we make a difference in whatever we do and where possible LeaderShape likes to measure the impact of its work. This is quite challenging because much of what we do affects the “soft” elements of the organisation and relating changes in behaviour to results on the “bottom line” is complex. In addition, much of the impact is not immediate since the fundamental changes that can occur in management and leadership style create ripples that have long as well as short-term effects. For each participant feed back to the Sponsor Organisation using an evaluation based upon the Kirkpatrick Four Level model for assessing Training Effectiveness at predetermined agreed points in the programme. However, if the client has specific operational performance metrics that it wishes to measure before and after the intervention we will be more than pleased to engage in discussing the detail, monitoring and evaluation

However, we can measure the short-term impact of our workshop and coaching interventions, since we ask delegates to agree SMART Actions and set goals throughout the programme and some or part of these can usually be translated into financial consequences. For example, if a change in a managers style results in reduced staff churn rates, we can assess the financial impact of lower recruitment and training costs.

Measuring the “soft” changes themselves is also valuable since this indicates that our work has resulted in behavioural change that will positively affect the business. We measure these “soft” changes through the repetition of the LEIPA process. In our experience, managers can very often relate the behavioural changes to financial impact on the organisation.

4.0 Deliverables and benefits

By the end of the assignment, LeaderShape will have delivered the following for each cohort:

- Phase 1 - A thorough understanding of Effective Leadership and “How” to achieve it.

This provides the opening to self-awareness and the insights into why effective leadership is primarily behavioural and value driven rather than achieved through process and activity

- LEIPA assessments to each delegate

LEIPA raises the level of self-awareness of delegates, which together with the feedback provided starts to effect behavioural change and leadership style. Delegates will be encouraged to write personal development plans.

- Phase 2 - Leadership coaching

Any participant may receive a series of coaching sessions. They will set goals for themselves and then work towards them over the remainder of the programme. The nature of coaching requires that delegates take responsibility for their own development and learn to be independent of their managers, whilst still supportive of them. The coaching element of the programme should be expected to deliver measurable benefit to the business through the achievement of business related goals as well as enhancing delegates’ leadership skills.

- Phase 3 - Leadership workshops

Each delegate will have attended a series of tailored workshops focusing on a variety of aspects of leadership. We will ensure that reference is always made back to the workplace, to live issues that need attention. Interactive group action learning is the most effective method to learn new behaviours and habits where several group members have the same development need.

- Phase 4 - Experiential event

A one or two-day exercise that will provide a safe but stretching environment for participants to experiment with their leadership styles. Participants will be asked to reflect on the impact of their styles and how this might affect their work within the organisation.

- Phase 5 - Repeat LEIPA reports

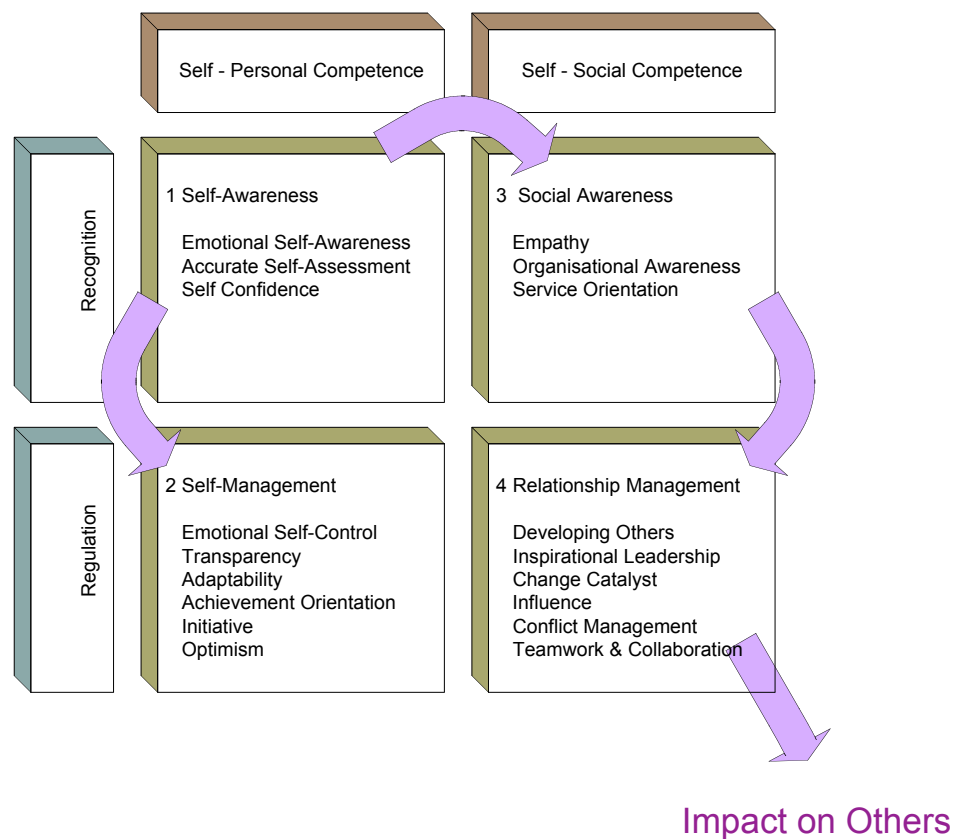
Participants will be able to compare results from before and after the leadership programme and notice how their behaviour has changed and the impact this has had on those that work with them. Additionally, delegates will be encouraged to revise their personal development plans to reflect their re-assessed needs.

END:

APPENDIX 1

Theoretical Underpinning of the LeaderShape Approach

The LeaderShape approach is centred on the Goleman Boyatzis model of Emotional Intelligence. This model proposes that successful leaders require something beyond intellectual ability – they need also to be able to understand and manage their own and others' emotions. These ideas, best known from Daniel Goleman's book, *Emotional Intelligence* (1995), tell us that the basis of Emotional Intelligence (EI) is self-awareness, an understanding of our personality and our emotions and the ability to notice how we react emotionally to events and individuals. This self-awareness provides the underpinning for both the ability to manage our own emotions and to understand those of others. The fourth element of EI is the ability to effectively manage relationships with others, in particular, to be able to develop and lead them.

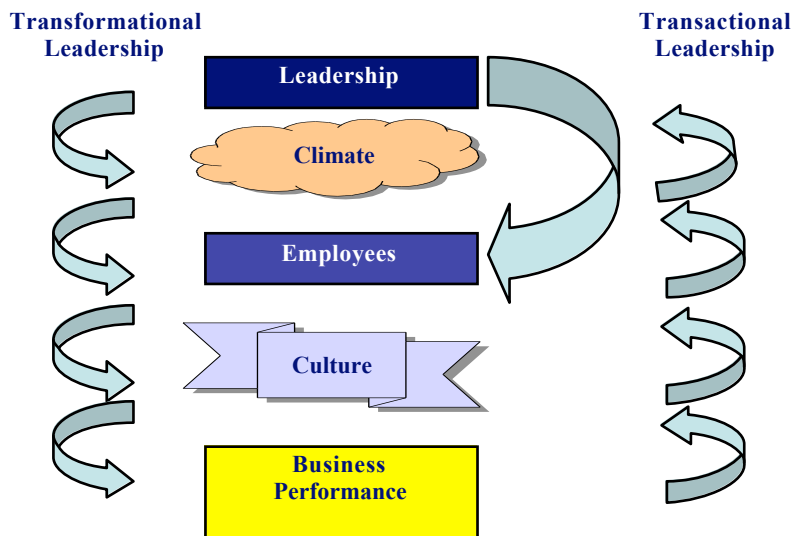


Based on the work of Goleman, Boyatzis and McKee (*The New Leaders*, 2002), LeaderShape has identified six key leadership styles that individuals may operate in:

- Visionary
- Coaching
- Affiliative
- Democratic
- Pace-setting
- Commanding

Great leaders are able to operate out of all of these styles but most importantly are able to recognise when a particular style is appropriate and seamlessly switch into it. Most of us have a preferred style or styles that we use even when it or they are sub-optimal, causing friction, at best, and major issues, at worst.

One of the most important roles of a leader is creating the right culture in the organisation. The LeaderShape approach to this is based on the research of Harrison (1972), together with Ogbonna and Harris (2000) which when integrated provides a powerful relationship between leadership styles, types of culture and performance. LeaderShape offers a powerful Culture Survey tool which provides a comparison between Actual and Ideal cultures as assessed by different parts of the organisation along the four dimensions of Power, Structure, Achievement and Support.



© LeaderShape Ltd 2005

has also

END:

LeaderShape
developed a

leading edge 360° Feedback tool, LEIPA that not only identifies an individual's Emotional Intelligence strengths and development areas, but also provides an analysis of their leadership styles and the level of importance of each style in their current role. The output also helps to identify the culture within which the individual works.

APPENDIX 2

Theoretical underpinning of Strategy

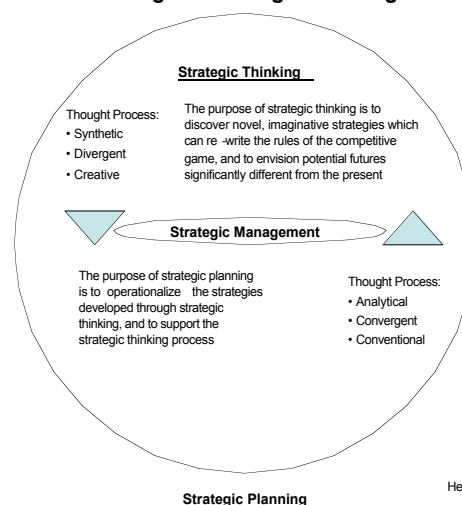
LeaderShape has a proven format can be amended and developed depending on the precise needs. We can facilitate the client in developing the Vision, Mission and Values of the business, or if they have already been developed and are well understood by the leadership cohort, we can pick up the reigns at any appropriate point in the process to develop a strategic plan in full. Our facilitators can take the team along a process that includes an or all of the following:

- Setting the Vision, Mission and Goals of the business
- Theory of Strategic Thinking and Planning
- A SWOT Analysis of the current business
- Overcoming Weaknesses and Threats
- Developing Key Opportunities
- Identifying Critical Success Factors
- Developing Major Goals
- Agreeing Key Objectives (and Manager Accountable) to achieve the Goals
- Developing Key Strategies and SMART Actions
- Matching SMART Actions to Individual Strategic Objectives
- Combining Individual Strategic Objectives with Individual Development Requirements

If required, LeaderShape can provide a template for the development and structure of a strategic plan which meets state-of-the-art practice.

The detailed requirements can be confirmed during further discussion. Following are a few of the key features of the LeaderShape process.

From Strategic Thinking to Strategic Planning

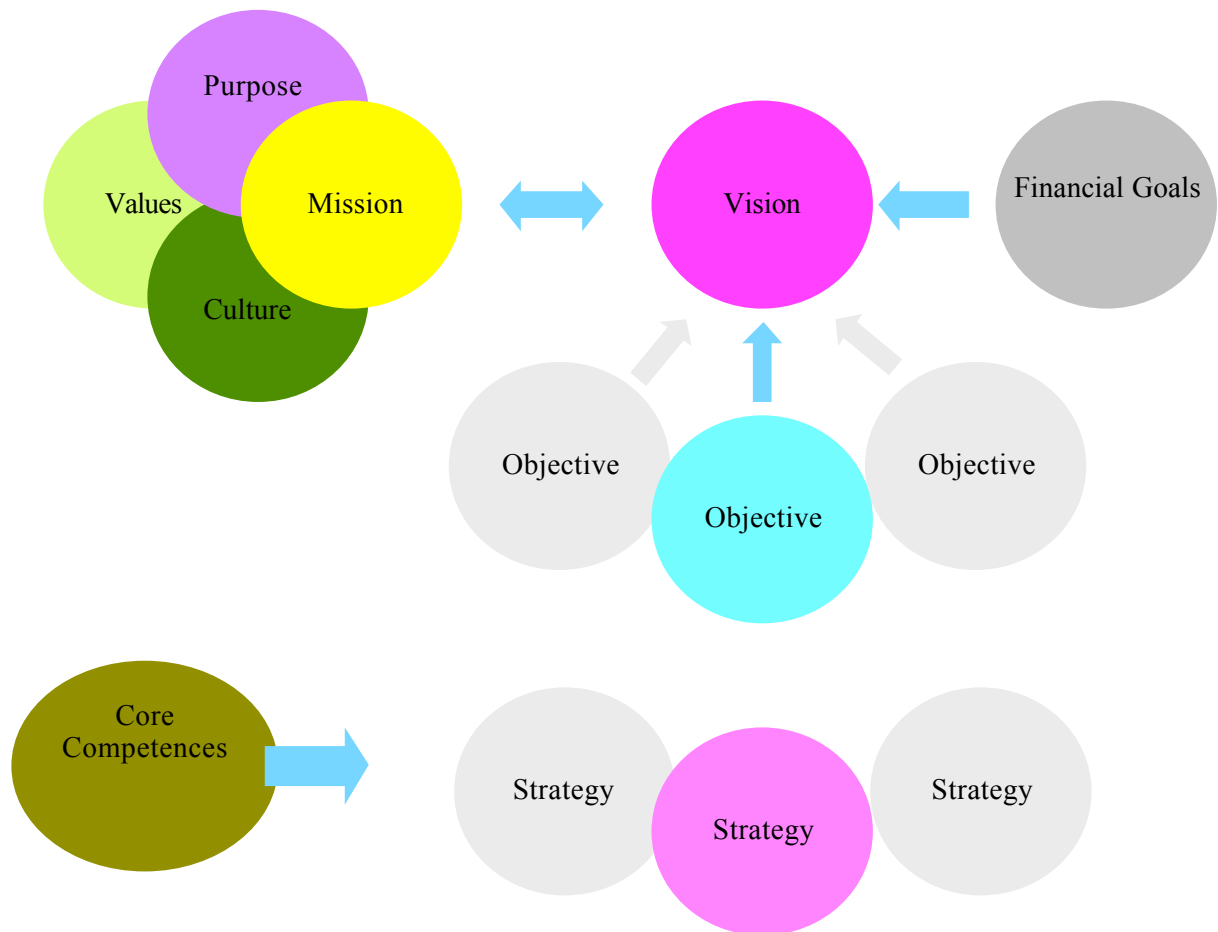


Hierarchy:

1. Purpose
8. Objectives

- | | | | |
|----|--------------------------|-----|----------------------------|
| 2. | Values | a. | Definition |
| 3. | Culture | b. | Annual Objective - Goals |
| 4. | Vision | c. | Rationale |
| 5. | Mission | d. | Important Success Factors |
| 6. | Financial Goals | 9. | Strategies |
| 7. | Critical Success Factors | a. | Actions or Tasks |
| | | 10. | Personal Development Plans |

Although this is the standard hierarchy, reiteration occurs on a frequent basis in the strategic planning process.

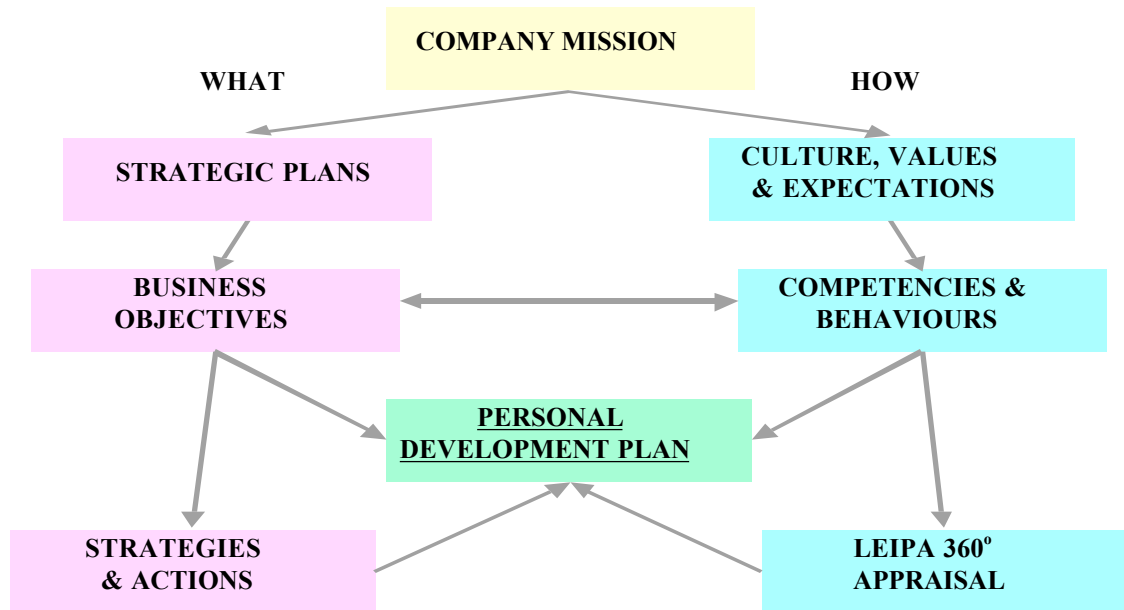


Strategic Coaching:

The latest thinking: In the end, coaching only makes sense as an investment if it improves the performance of the company as well as the individual. By creating a Coaching Culture all individuals are developed, empowered and have the self-discipline to take responsibility for their actions. This allows strategic planning to be encompassed by the whole organisation through those individuals at the interface with the various facets of the external world (eg Front Office) being able to impact directly not only on the implementation of the Strategic Plan but also in the continuous revision through feedback mechanisms. Strategy needs to be thought of as continuous evolution (and occasional revolution) in which the whole organisation is involved – not only in implementation, but in its creation, development and revision.

Putting it all together:

The final integration of the Strategic Planning process is integrating it with the Personal Development Plans of all the employees connecting the Objectives and Strategies with the behavioural and skill development of each individual and to ensure they each have the resources, training and support to achieve their own connected objectives.



END:

APPENDIX 3

SHAPING THE IDEAL CULTURE FOR PERFORMANCE

The culture of an organisation directly influences performance – so being able to identify the ideal culture is a key step toward achieving it. Of course, as well as knowing where you want to go you have to know where you are right now. That way you can identify what behaviours need to be changed and what new habits need to be formed to achieve the goal.

LeaderShape has developed a proven model to define the current and ideal culture of an organisation and practical steps to take to get you there

A typical programme would include:

Step 1:

- We take an on-line survey using a representative cross-section of employees
- We subject the results to our model and report the outcome describing what culture and subcultures exist in the organisation now and what the ideal looks like for each department
- The gap analysis is mapped against behaviours that need to be encouraged, changed or stopped for the ideal to be achieved

Step 2:

- We run a workshop for the senior team to fully understand implications and establish the change plan
- Cascade workshops to engage colleagues as appropriate
- Providing understanding and learning on the commitment, ownership and actions required to successfully implement change

Step 3:

- Support internal Change Agents to implement the culture migration

END:

Why measure both the current and ideal Cultures?

Most culture surveys just give a momentary snap shot of the perceived culture of an organisation. Identifying the Ideal culture provides additional benefits:

- Clear, early identification of significant differences.
- A rich engaging dialogue to find the best “Ideal” culture is established and owned throughout the organisation.
- It provides an opportunity for senior leaders to explain and influence other levels as well as listening to diverging opinions.
- It provides the ideal opportunity to create a process that engages the maximum number of people in contributing to the necessary changes.