

DEVELOPMENT EVENTS

EXECUTIVE COACHING

TEAM DEVELOPMENT EVENT

This two day workshop focuses on the individual and the team in a strategic context with the aim of achieving more openness and transparency as well as gaining valuable insights into the profiles of colleagues. This event explores three themes:

- 1) Who am I as a leader?, what strengths, shadows and development opportunities do I have?
- 2) How well do we function as a team & what can we do to become even more functional?
- 3) What are our key strategic targets & how must we develop as a team, in order to achieve them?

STRATEGY DEVELOPMENT EVENT

In this workshop we create, re-work or refresh the strategy. The discussion focuses on sharpening the view on the strategy and optimising the ways in which it is executed. We achieve this using a Kaplan inspired 'Strategy Map', which outlines the strategic vision, the KPI dashboard and key strategic workstreams. During this event we also train leaders on how to run a motivating, engaging strategy discussion meeting with their teams. This forms an important step in cascading the work outside of the programme itself.

STRATEGY EXECUTION EVENT

This event leaves managers feeling capable of effectively supporting the strategy execution process as senior leaders who coach and mentor people towards success. We draw on the work of Kotter to explore some of the most common barriers and relate these back to what is happening in the workstreams. This situates the theory in a real world organisational context and ensures the conversations we have are focused on delivering desired tangible outcomes. We also clarify the coaching and mentoring role of senior managers when it comes to working with high-potentials and gaining momentum for strategic initiatives. This supports an overall transition from manager to coach across the leadership population.

THE SHOWCASE

The groups have worked hard over an extended period. Many have pushed themselves more than they realised they would have to. This final event celebrates what has been achieved. Guests are invited so that this showcase functions as an additional bridge to take the ideas from the programme out into the wider organisation. Each group presents the progress of their strategic workstream and what actions they are taking to put people at the heart of strategy. The session demonstrates to everyone in attendance, what learning and development has taken place and what strategic business results are being created.

1 **CONSULTATION PHASE**

2 **PROGRAMME LAUNCH**

3 **TEAM DEVELOPMENT EVENT**

4 **COACHING ON TEAM ROLE**

5 **STRATEGY DEVELOPMENT EVENT**

6 **COACHING ON STRATEGY ROLE**

7 **STRATEGY EXECUTION EVENT**

8 **COACHING ON EXECUTION ROLE**

9 **COACHING ON ANCHORING BEHAVIOURS**

10 **THE SHOWCASE**

DEVELOPMENT PHASE

COACHING ON TEAM ROLE

This session focuses on the coachees development plan and starts with the most urgent & important development topic, according to coachee. We draw on transformational coaching methods to support the coachee in making the changes needed.

COACHING ON STRATEGY ROLE

This coaching is about developing outputs from the strategy event and staying on track on two fronts; the individual's personal development track and defining the initial strategy execution steps. For some coachees, it is at this point that they become fully aware of the responsibility and expectations on them, in these moments we often encounter 'limiting beliefs'. It is the coaches role in this session to identify those beliefs and by challenging them help the coachee become free of them.

COACHING ON EXECUTION ROLE

As the group workshops are complete we now enter a phase of intense coaching. The first session is focused on how each leader is engaging people, coaching high potentials, creating positive quick wins and demonstrating key leadership behaviours. The objective is to review their individual progress and how the management team is developing in order to commit to what needs to happen next maintain the momentum.

COACHING ON ANCHORING BEHAVIOURS

This final session summarises where the coachee now stands in their individual leadership development and also where they stand in terms of their contribution towards strategy execution. Have they become better at leading others more strategically? Are they more conscious of their own behaviour and how it influences others & their environment? Are they more conscious of the people around them and how they engage with the organisation's strategy? Where do they see themselves now? What needs to happen next?

OUR COACHING PHILOSOPHY

At Strategic Leadership we differ from classic coaching approaches in at least 2 significant ways:

1. Traditionally, the agenda of each session is set by the coachee, this is only partly true in our coaching sessions. Sure, we allow space for the coachee, but part of the session needs to focus on the context in which the entire development initiative takes place. e.g. Their role in executing strategy, being role models for key behaviours etc.

2. Most companies offer a panel of coaches for executives to select from, we DO NOT. The reason is that the loss of other information is too great...FOR OUR TYPE OF PROJECT. That is, information on relationships within the team and team dynamics, how different members approach key topics...etc. This information is of vital importance for the effectiveness of this type of project. The traditional approach was NEVER designed to be part of an integrated leadership development project.

“ THIS LONG TERM, INTEGRATED APPROACH IS KEY TO DELIVERING TRUE RESULTS... ”