Developing Leadership Competencies

The Situation

Richard Smith Associates has for some time been contributing to the international management development for a multinational company. As a result of a fresh emphasis on leadership competencies, seeking to drive growth through the organisation, we were asked to refocus the programmes on leadership for growth.

The Analysis

The background requirements of the participants are as follows:
Participants are typically at head of department level, drawn from a variety of countries across a region of the world and a range of professional/job disciplines.

All are required to show how they can apply their learning from an extended development programme to demonstrate the new leadership competencies and to support the organisation's growth objectives.

The Solution

The development process now includes the following elements:
Pre-work is structured to include clear identification of a key business project and a business relationship which need ideas and improvement.

These are discussed with the participant's boss (often a Director) and a contract for improvement agreed.

Within the programme itself, understanding of leadership as a key set of attitudes and behaviours is developed through practical activities, with constant challenge to apply learnings to real issues.

A strategy module stimulates fresh thought about the business imperatives and opportunities facing the organisation.

Both 'hard' and 'soft' learnings are applied through a business simulation within the course structure, and all key learnings are captured in the contract document for later discussion with the participant's boss.

Application is supported back into the workplace through the boss's involvement, with the support of the programme "Take-home" workbook.

The Outcomes

Participants see the process as practical and highly relevant to their jobs.

All key competence areas required of leaders in that organisation are addressed.

The link between learning and leadership is reinforced and continues well beyond the programme.

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