

Developing Emotionally Intelligent Leaders

A summary of the leadership development programme, "The Foundation of a Journey Towards Leadership Excellence"

Aim of Programme

To produce emotionally intelligent leaders who through learning and embedding new behaviours can maximise their leadership effectiveness in all circumstances.

Methodology

In-house cohorts are for 6 - 10 participants to optimise air-time, interaction, exercises and learning. Interventions include group facilitation, coaching, action-learning sets, reflection, work-place learning and experiential learning.

Phase 1: 4 x 1 day masterclasses + LEIPA 360° Assessment, including coaching debrief.

Outcome: A new awareness of what effective leadership is in the 21st century, new insights creating self-improvement, a clear understanding of behavioural development needs to become an excellent leader.

Phase 2/3: 6 x 1 day masterclasses + 1-on-1 coaching.

Outcome: Development of those key areas for improvement – becoming a more effective leader.

Phase 4: A 2 day experiential event followed by review of learnings.

Outcome: Confirmation of where new behaviours have and have not been embedded and what still needs to be done.

Phase 5: Repeat LEIPA 360° Assessment to measure improvement and identify remaining key areas of development.

Outcome: Confirmation of improvement and re-enforcement of areas that may require specific coaching support or other interventions to reach leadership excellence.

Typically, the total time elapsed to complete the programme will be 12 - 15 months and will include course reading and in-work exercises requiring about 2 days per month of the participants' time.

Essence of the Learning

The key learning sets in Phase 1 to increase self-awareness include:

- ❑ The reality of leadership in the 21st century (much has changed in the last 10 years).
- ❑ Increasing understanding of one's self.
- ❑ Understanding how to manage emotions to improve performance (EI).
- ❑ Developing competence in 6 leadership styles and when / how to use them.
- ❑ Learning how leaders can create the right culture which in turn effects performance.
- ❑ The contract between leader and follower: expectations understood.
- ❑ Identifying key strengths and behavioural development needs.

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Phase 2 – 5 is all about embedding those new identified desirable behaviours through focus, time, practice, and testing.

Relevance

Most leaders operate in default mode, behaving in a way that is natural to them. They often have little idea of the powerful positive or negative impact their behaviour can have on other people. In essence, this programme enables leaders to not only become aware of the behaviours that will provide the best long term organisational performance (the limit of most leadership programmes) but also enable leaders to embed this desirable new behaviours. Experience tells us that these new behaviours provide reactions from others that kindle un-surfaced values and authenticity.

Theoretical Sources and Underpinning

- ❑ EI and Leadership Styles based on Goleman, Boyatzis and McKee (1995 – 2005).
- ❑ Culture development based on Harrison (1972) and Ogbonna and Harris (2000).
- ❑ LeaderShape data, studies, surveys and empirical research (1998 – 2008) from leadership programmes and proprietary LEIPA 360° assessment tool results.

Benefits

For the Leader

- ❑ To develop leadership behaviours that will increase effectiveness both of self and others.
- ❑ To perform in a way that will encourage openness and trust and which in turn will increase engagement and commitment of others.
- ❑ To have a greater awareness of others and how her/his own behaviour can affect others performance for the better or worse.
- ❑ To understand how the automatic behaviours of others may hide individual potential for development.

For the Organisation

- ❑ Better leaders generating an improved performance enhancing culture.
- ❑ Improved morale, reduced turnover of staff (especially of talent), greater trust, effective communications, better working relationships, more innovation and confidence, and accelerated development of its people.
- ❑ Overall, greater engagement and commitment leading to a shared vision, commitment to strategic goals, and better sustainable financial performance.

A 17 page document which explains the “Foundation of a Journey Towards Leadership Excellence” programme in detail is available on request.