

THE LEADERSHIP ACADEMY PRESENTS

THE ORGANISATIONAL LEADER



WHAT LEADERS NEED TODAY

Leading requires three overriding tasks:

- Setting the direction
- Getting alignment between organisational culture and the business strategy
- Getting people's commitment.

In order to do this, leaders need to understand the context in which they lead and then have the skills to exercise their leadership in that context.

The problem is that today's context is more complex than ever. Disruptive change means the task of setting the direction is a continuous process. Organisations have become so complex that organisational dynamics often get in the way of getting the strategy executed. Today's leaders need to:

- Understand how these disruptive changes can potentially affect the business strategy and adapt it accordingly
- Make sense of these changes for the people they lead
- Know how to navigate the organisational dynamics by impacting on these dynamics in a way that builds collaboration and gets vital information flowing right across the organisation
- Get commitment through having the communications skills and interpersonal mastery to connect with people
- Carry out conversations that lead to people being accountable and improve performance
- Explain the reason for the changes they are asking people to make, give meaning to their efforts and inspire them to be creative and diligent in order to execute the strategy.

In order to do all of this leaders need to become more self aware, organisationally aware and contextually aware.



“This program’s ability to connect leadership to strategy and Douglas’ intuitive understanding of fundamental business issues is the key to this program’s success.”

Victor Garcia
Senior Director, Finance Operations at Microsoft

OUR APPROACH

The Organisational Leader is a leadership program designed to:

- Build awareness of the changing world and the complexities of navigating today's organisational dynamics
- Develop the strategic leadership skills to set the right direction and get alignment between culture and strategy
- Increase self awareness
- Improve communication skills.

It does this through two interconnected modules supported by self and organisational awareness work between modules.

We design our intervention in this way for two reasons:

- We understand that most organisations do not want their senior managers away from work for a whole week
- Giving executives work to do back in the organisation and reporting back on it means we are bringing the real world into the training room.

In this way we make our intervention practical and relevant, making clear connections between the content and the real day to day operations back at the organisation.

The flow of the Organisational Leader:



PROGRAM BENEFITS

IT'S CONTEMPORARY

Our program helps executives lead in today's disruptive world.

IT'S STRATEGIC

Our program is strategic. It gives participants knowledge on how to lead strategically, how to impact on complex organisational dynamics and how to move their organisation forward.

BUILD YOUR NETWORK

Participants have the opportunity to build a diverse network of relationships with other participants.

LEARN MORE WITH COACHING

We know that executive coaching is essential to successful learning and change. In fact, numerous studies have shown that learning increases by up to 70% when participants are given a chance to step back, reflect, and apply their learnings with the support of an executive coach.

SELECT YOUR OWN COACH

We believe that the coach-coachee relationship is key to success. That's why we let participants select their own executive coach from our pool of talented executive coaches - allowing them to work on what is most important for them to learn and apply right now.

ESSENTIAL ELEMENTS IN OUR APPROACH

MODULE 1

DAY 1: Leading the organisation in a disruptive world

The first day of module 1 looks at how the disruptive changes that are taking place in the world are affecting your organisation and how that impacts your leadership. This content is specifically designed to help leaders be future ready. It also looks at the organisation itself and, through a very powerful experiential activity, shines light on what it is like to work in different parts of the organisation, at different levels of the organisation, and even what it is like to be a client.

This experiential simulation gives participants insight into how people in different parts of the organisation are thinking and basically helps them see how their thinking and their reactions to certain actions is understandable given their position in the system.

What this achieves is to get people to think more constructively about different parts of the organisation as they become more aware of the pressures that the people in those parts of the organisation are working under. This raised awareness produces changes in the way people from one part of the organisation approach other people from a different part of the organisation, or indeed, how they approach external clients and suppliers. This new thinking leads to new approaches that results in the breaking down of barriers and fosters not only greater collaboration right across the organisation but also increases the flow of relevant strategic information from one part of the organisation to others.

DAY 2: Leading Strategically

The Leading Strategically module focuses on getting executives to always have their eye on how changes in the external environment can impact the organisation's strategy. The content also helps participants be more conscious of what their organisation's strategy actually is and how they can get people behind it.

It helps them think, act and influence strategically. In this module we share some very powerful content around just how you do that and then we use an impacting experiential activity to bring that content to life. We also use a diagnostic tool which gives participants information on their style when it comes to seeing the need to change and executing that change. This segment helps participants see how combining different leadership styles can underpin good strategic leadership. We also give the participants a strategic leadership tool kit that helps them transform strategic thinking into strategic action, in turn assisting them in getting their people aligned with the strategy.

The day finishes with the participants preparing for the work they will carry out between modules, refining the questions for the feedback they will seek and clarifying how to go about observing the organisational dynamics back at work.

MODULE 2

Applying Strategic Leadership

The one day Applying Strategic Leadership module concentrates on the day to day reality of exercising leadership. This module develops those attitudes and behaviours that have positive impacts on people thereby directing them to work on the right activities and be accountable for the results. It also develops the participants' ability to generate their commitment among the people they lead.

As a follow up on the work carried out between the modules, we take the participants through two processes that will help get the most out of their feedback and get insight into organisational issues that are getting in the way of getting the strategy executed.

Participants firstly go through their feedback applying a much deeper level of analysis called "The Leader's Mirror" so that they distil the essential messages from

it. In a second session we take them through a group process to work on the organisational issues they bring back to the program achieving greater clarity as to the true nature of these issues and clear lines of action. This increased clarity helps participants return to their organisations with clear ideas of how to break down the barriers to getting the strategy implemented.

This module also works on developing the art of storytelling as a vehicle for getting people behind the strategy and participants ability to deliver potentially unpopular changes in a way that actually achieves more commitment.

The program finishes with participants having a clear idea of the actions they need to take and a system to keep themselves accountable for achieving the changes they chose to embark on.

PERSONALISED EXECUTIVE COACHING

Participants will meet our executive coaches and select the one with the style and speciality best matching their needs.

WORK BETWEEN MODULES

The Organisational Leader gives participants work to do when they return to their organisation, increasing their self awareness with regards to their leadership and improving their ability to observe and understand organisational dynamics that impact on the strategy getting implemented.

We ask the participants to carry out a series of conversations in which they seek feedback on their leadership from their manager, peers and direct reports. This “live 360” gives them practice at carrying out meaningful leadership conversations with richer feedback full of context and examples. We also give them observation tasks around organisational dynamics so that they can bring back real life situations and problems that they will work on in Module 2.

The Organisational Leader program consists of two interconnected modules supported by self and organisational awareness work between modules.

METHODOLOGY AND RESULTS

Methodology

We believe that learning should be enjoyable and active. We base all our methodology on solid research about how adults learn. We use a great variety of methodologies including videos of scenes from movies, experiential problem-solving activities, simulations, group discussion, pair discussion, and presentations. Above all we bring the real world issues our clients are facing into the training room so that we collectively gain insight into them and craft practical solutions.

Results

The Organisational Leader is designed to enhance executives' ability to lead in today's disruptive world. We guarantee a qualitative improvement in the level of leadership and in overall organisational effectiveness after participating in the Organisational Leader.

PROGRAM DATES

PROGRAM DATES
COMING SOON

PROGRAM COST

\$4,900 + GST per participant. Includes two workshops, two executive coaching sessions, all materials, morning tea, afternoon tea and lunch for all three days.

HOW TO REGISTER

Register your interest at www.smgrp.com.au/academy-services/the-organisational-leader

Each program is limited to 16 places, so please register early to secure your place.



DOUGLAS MCENCROE CONSULTING DIRECTOR, LEADERSHIP DEVELOPMENT

Doug has designed and implemented leadership development solutions in 150 Fortune 500 companies in 23 different countries through the company he founded in 1990 in Spain where he lived for 25 years. As a senior consultant for Ashridge Management College, he delivered their Open Leadership Development Program for eight years and also carried out many organisational change and leadership development projects for CCL, Accenture, DDI and Mercer/Oliver Wyman right throughout Europe, delivering in four languages.

Many of the projects that Doug designed and implemented involved supporting his clients to achieve greater alignment between their strategy, their organisational culture and their leadership.

Doug is the author of *Leadership: The Slow-Cooking Way*, a book about his experiences in developing leadership development solutions in Europe.



JANET HORTON HEAD OF THE LEADERSHIP ACADEMY

Janet has over 20 years of leadership, business development and management experience, including 10 years in senior leadership positions. Her industry experience spans across IT, financial services, government, education and SME and includes work in Australia, the US and across Asia. She also started and ran her own organisational change consultancy for five years.

More recently, she has served as Executive Coach and Senior Facilitator to senior and high potential women for Women and Leadership Australia - an organisation dedicated to supporting a higher representation of women throughout the Australian workforce and broader community.

Janet has a Master's degree in Organisational Coaching from Sydney University and is an active member of the University of Sydney Coaching and Mentoring Association.