

BLACKMORE FOUR



**IS THERE A LEADER
IN EVERYONE?**

Developing Leadership

Outstanding Business Performance. Powered by People.



ON YOUR MARKS...

Setting the scene

- Are your leaders aligned on ambition for the business?
- Do you see leadership development as an ongoing process or a one-off 'super-event'?
- Do you believe development is grounded in real-world performance or based on abstract knowledge?
- Do you think development programmes should follow the same format across the organisation or be customised to individual needs?



INTRODUCTION

Change is an inevitable part of business.

The most successful organisations learn to embrace change and take advantage of it. However, developing effective leadership is essential to be able to do this well.

Leadership development is not confined to a CEO or the senior leadership team. It is something that needs to be harnessed throughout the organisation.

In this guide, we look at what effective leadership development looks like and how to build a strong leadership development programme, and understand how this contributes to the overall strategic goals of the organisation.

Now is the time to seize the opportunity and plan for growth. It's those businesses that are focused on enabling performance through effective leadership that will be successful.



HOW DO YOU DEVELOP LEADERS?

Leadership development is about turning the right skills and behaviours into actions to ensure business objectives are met.

Our definition of leadership is:

A distinct set of skills and behaviours that determine and drive the purpose, values and direction of the organisation.

Leadership development needs to be focused on the strategic needs of the business. Once these needs have been defined, it becomes clear what skills and behaviours need to be improved to be successful.

Context is paramount. Successful development must be based on the unique requirements of your business and the expected contribution of each leadership role.



WHAT DOES EFFECTIVE LEADERSHIP DEVELOPMENT LOOK LIKE?

All leadership development should start with the why.

- **Why** do you want to improve certain skills?
- **Why** do behaviours need to alter?
- **Why** is this important to the business?

The strategic rationale should be the first thing that is considered. The business need should drive the training and once this is formed, you can establish:

- Performance outcomes
- Critical tasks
- Learning outcomes

Leadership is most effective when the focus is on real-world performance – showing how skills can be applied and what tools can be used to implement it, rather than abstract knowledge without specific context.



CAN LEADERSHIP BE DEVELOPED?

The phrase 'born leader' implies that leadership skills are inherent and that some people have them while others don't. While some are naturally more confident leaders, anyone can develop their capabilities to be a more effective leader.

**Leadership development needs to be focused on the strategic needs of the business.
Once these needs have been defined, it becomes clear what skills and behaviours
need to be improved to be successful.**

The key is being able to put these skills and behaviours into practice when required, and selecting the most appropriate course of action dictated by the situation.

THE KEY COMPONENTS OF LEADERSHIP DEVELOPMENT

An effective leadership programme should be built on the following four principles:

Define - Where are we now?

- Establish the business priorities
- Analyse leadership needs and current leadership capabilities
- Clarify what gaps exist

Design - Where do we want to be?

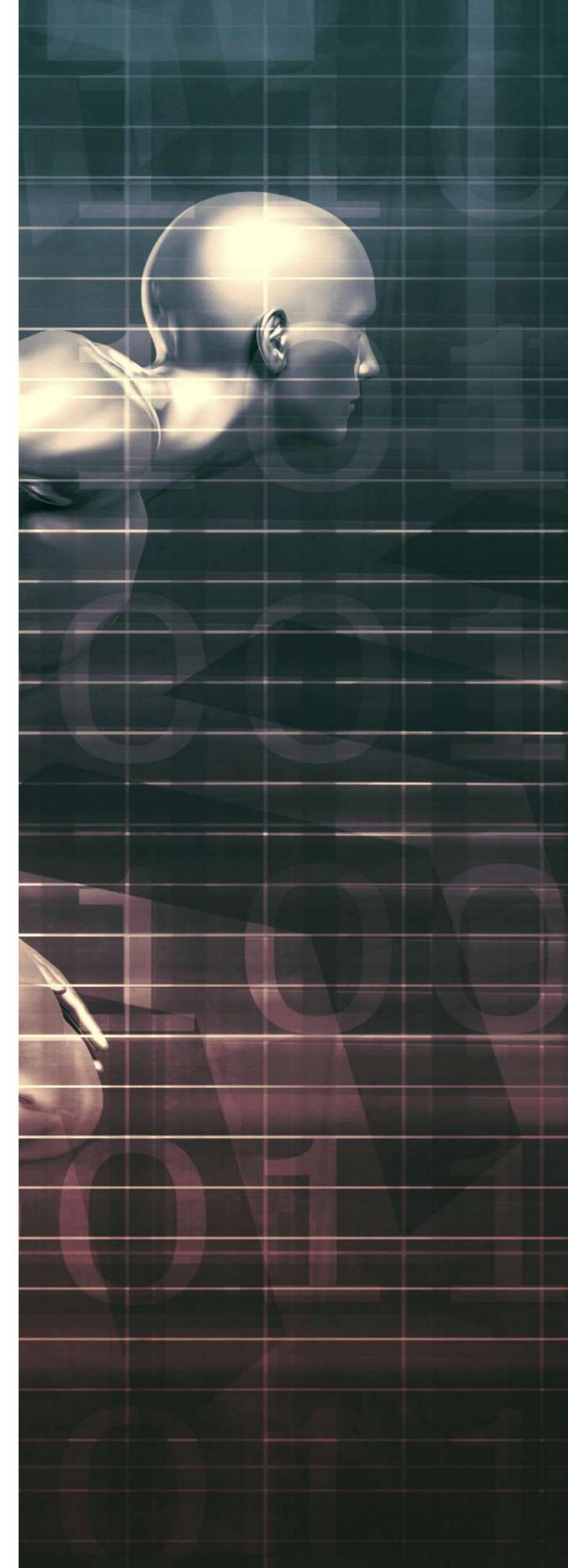
- Start with the end goal in mind
- Work backwards to define the journey that needs to be taken
- Provide as many chances as possible to apply and evaluate the learning

Implement - How will we get there?

- Use a variety of methods to make the learning as practical as possible
- Assess and give feedback to cement knowledge and to turn theory into behaviour

Evaluate - How successful were we?

- Who used the training?
- When was the training used and what benefits did it bring? When was it not used and why not?
- When it worked well, why was that?



BLACKMORE FOUR

With over 20 years' experience working with complex organisations and businesses on the cusp of change or rapid growth, we know and understand the need for organisation effectiveness to help you achieve your goals.

We focus on the future of your business and its ability to grow.

Through actionable insight, we focus on your future ambitions rather than historical challenges. We help you navigate change and develop leadership and organisational capabilities to improve the overall effectiveness of your business.

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Let's talk

