

Personalised Leadership Development



*A **leader's** task is to work with
people's **strengths**
in such a way, so that their
weaknesses become irrelevant*

Peter Drucker

Personalised Development

We can help leaders find their own strengths and how they can use these to build their leadership impact. Strength based development has twice the impact of focusing on weaknesses. Exceptional leaders tend to be very strong in 3 - 5 competencies and our focus is to help build their strengths to make them exceptional. 'Fatal flaws' or career derailers need to be managed too but are highly unlikely to be fixed through development. This programme can be run on a one off basis or with a management group.

The first phase is making people aware of their strengths through providing people with feedback on where they are at against an organisation's or generic competencies. The feedback could be derived through participation in a development centre or individual assessments, a 360° Review assessment, or engagement survey.

An individual development plan would be built out from the information gathered in the development centre or assessment and from the 360° Review results. The interplay between the three pieces of information – *what they have demonstrated on the job previously* (Engagement Survey and the 360° Review), *what they are currently capable of* (the simulation exercises) and *what natural preferences they have* that would support the development of each competency (the assessment) – will provide direction as to whether the developmental requirements are best met by courses, further exposure through secondments within or outside of the organisation, coaching and on the job practice, additional duties within their current role, management of weaknesses or other developmental options. The individual development plan would be tailored to each participant, not just tailored development areas but also tailored suggestions for how these are best addressed, based on personality, motivations and the experience of the individual.

Once an individual development plan has been built with each participant we would work with them on a three month coaching programme to implement their plan. Our experienced coaches will meet with the participant and work through the implementation plan, encourage the participant on the implementation of actions, and help them work through any difficulties or roadblocks and refocus as actions are completed.

At the end of the period, a follow up 360° Review can monitor progress and help the participant re-plan for the next step on the leadership journey.

Great leaders are not defined by the absence of weakness, but rather by the presence of clear strengths.

John Zenger

Who we are

John Eatwell (M.A., Chartered Organisational Psychologist, IOD, Psych Society).

John has worked with a number of organisations to define successful leadership and measure Team Leaders through to Executives against these in *Development Centres*, feeding the results and compiling development plans. He has created *Leadership development programmes*, taking individuals from first appointment through the first five years of their leadership journey including induction, transition to management, core leadership and management skills and development of the depth of their knowledge through further study. John runs *Positive Leadership* and *Leaders Coach* courses and supports the implementation of leadership on the job through coaching.



Pete Cammock (PhD)

Peter has worked with NZ's top companies on their leadership development over the last 20 years as well as being a key driver of the Public Sector Leadership Development and the Canterbury and Otago Executive MBA Programmes. He has a strong interest in complexity, creativity and positivity in leadership and in the personal foundations of emotionality, character and alignment that underlie effective organizational leadership. Described as "one of the nation's best leadership writers" Peter is the author of two books, "The Dance of Leadership" and "The Spirit of Leadership" and a number of international publications.

Andrea Gardner (M.A., Chartered Organisational Psychologist, HRINZ, Psych Society).

Andrea is a seasoned organizational psychologist and human resources practitioner with experience in the public and private sectors. Andrea has particular interest and expertise in the areas of leadership development, culture and engagement, psychometric assessment, staff selection, and HR policy and process. An accomplished facilitator and trainer, Andrea has worked with diverse groups of people in NZ and in far-flung international locations. She adapts her style to suit each industry but has a particular affinity for local and central government, manufacturing and professional services. Andrea is engaging, creative and down to earth. She prides herself on her ability to design and deliver workable, effective and original solutions to organizational challenges.



Tom Matthews (B.Sc., M.Ed., Cert. Counselling, Post Grad Dip Business)

Tom's background includes having completed Masters degrees in solution focused counselling, education and postgraduate business leadership. He has spent the last decade studying the field of positive psychology and its applications to individual and organisational change and leadership which has created a solid platform of techniques and experiences to draw on for the coaching work he does. Tom Lectures on leadership at the University of Canterbury. As a lecturer, counsellor, and facilitator, Tom focuses on practical, scientific interventions that enhance wellbeing and resilience, which ultimately open the pathways toward increased human functioning.



www.strategicleadership.nz

info@strategicleadership.nz

0508 787 2847