

DEVELOPING TOMORROWS LEADERS PROGRAMME

A seven month programme for Managers who have been earmarked for leadership roles within the organisation. Also for newly appointed leaders and existing leaders who will welcome a refreshing challenge and want to develop on their existing skills. The programme is also suited to newly appointed leaders to enhance skills, knowledge and learning.



Our belief is that every organisation has its own unique challenges and elements and that without the input of the senior stakeholder, a prescriptive course or standard would be inappropriate. At the same time there are general principles that apply to many organisations which are contained within the course outline.

Leadership Development

There is widespread recognition and evidence of the link between leadership capability and sustained high performance in large corporations. Leadership development is acknowledged as one of the key attributes in many high performing organisations.

It is one of the most important roles of all leaders to develop their successors – leaders in organisations could ask “who are we developing and how are we developing them so that they will be better in fulfilling our roles in the future”

Top management talent is one of the most important assets of an organisation. Most companies agree that their staff are the key to their achievements. Organisations will need financial investment, technical knowledge, access to markets, political impetus, professional expertise etc, none can create success unless people can utilise these resources creatively and effectively.

People need support and development to do this, including senior managers. However, leadership and management do not just sit at the top of an organisation. Many companies consider that leadership qualities are needed at all levels. A good example of this: team leaders, fourth or fifth level management.

Recent studies suggest that when an organisation’s financial success is considered alongside the investment made in leadership development, a distinct, positive correlation is obtained. When the total investment in development is looked at (incorporating coaching, mentoring, training, project work etc), the more resources invested, the better the observed financial status of the organisation.

FIRST MEETING AND CONSULTATION

The aim is to discuss and reflect on current leadership and management development practices within your organisation in order to assess how we can enhance the organisation's leadership resources and introduce the programme delivered by PROtential Coaching.

- What is the current strategic agenda for leadership development within the organisation?
- In terms of expectations and demands placed on those who seek high positions, how does the organisation ensure it does not burn out the people it needs as leaders?
- As the development of leadership talent has to be tied in closely to the vision, values and aims of the business and is the driver for the achievement of these, alignment is important. With this in mind, during our meeting let us explore what the strategic imperative is of "leadership development supports and drives the business".
- Which individuals have you ear-marked for this programme? Why? Review their profile and development needs.
- What are your thoughts on how your team connect their leadership development to the organisation's challenges?
- Discuss and explore the framework for the programme.
 - Is the timeframe sufficient for the overall objectives?
 - Does the content exceed the objectives of the main stakeholder/s?
 - What needs to be extended in terms of time and content?
 - What needs to be shortened in terms of time and content?
- How would you like to be involved in the "developing tomorrows leaders" programme? Are there plc board members who could be identified as champions for the programme?
- Evaluation – what will count as convincing evidence that the programme has achieved and labelled a success?
- What will be the identified benefits for delivering this programme?

PHILOSOPHY OF DEVELOPING TOMORROWS LEADERS PROGRAMME

The programme, whilst having a framework for recognised core competencies for management and leadership development, needs to be defined and developed in the context of your organisation's requirements. Whilst we have examples of what works for some organisations, we believe "one size does not fit all".

Contained as an appendix is the framework of the programme. An important assumption built into this framework is that leadership and management development is integrated with the organisation's aims; it should support what you want to achieve.

There are a number of principles that are either key "givens" considered essential in order to gain the benefits of investing in leadership and development, or they are dimensions on which you need to consider your organisation's position. They cover a whole range of practices and are not restricted to those formally labelled "development".

There are ten principles in total. These are organised under three headings of:

- Strategic imperatives;
- Strategic choices
- Evaluation

The first three imperatives are the overarching principles that set the scene that will benefit the organisation as well as the individual. The next six are choice principles, the pivotal issues around which key implementation decisions need to be taken and which will determine a unique approach as your organisation adapts.

The last of the principles concerns evaluation, and so in a way encompasses the first nine.

The Strategic Imperative Principles

1. Driven from the top
2. Leadership development supports and drives the business
3. Consideration of the leadership concept, cultural differences and different development approaches

The Strategic Choice Principles

1. Articulated framework for career and management development
2. Varied degree of formal vs. informal development activity
3. Growing your own vs. recruiting senior leadership talent
4. Considered use of external resource
5. Leaders and managers; the value competency framework, capabilities and performance management
6. Retention and reward strategies

The Evaluation Principle

An explicit and shared approach to evaluation.

WHAT IS AN ENDORSED PROGRAMME FROM ILM?

It is a programme designed and delivered by PROtential Coaching Ltd. (as an ILM-recognised provider), and recognised by ILM. The programme must be of not less than TEN hours duration, be based on general or specific areas of management and/or leadership, coaching/mentoring or enterprise, and aim to enhance or develop the knowledge and/or skills of managers/ leaders/coaches/mentors/entrepreneurs within their own organisations. The title of the programme must accurately reflect this management, leadership, enterprise or coaching content and context.

No indication of programme 'level' is normally provided, though the duration of the programme (within one of three bands) is indicated on the 'certificate'.

It is not feasible for ILM to prescribe a list of 'acceptable topics', since such a list could never be fully comprehensive, and in some cases the acceptability or otherwise of a programme could depend on its context, or on the way it is to be covered. Reference to ILM Programme or Qualification Specifications for S/NVQs or VRQs which are derived from National Occupational Standards can be helpful as guidance to the acceptability of topics.

The programme must also include some form of participant assessment. This assessment should clearly relate to, or reflect, the objectives of the participant's organisation, so that the organisation draws direct benefits from the programme. ILM is keen to promote and encourage innovative methods of assessment including proposals for group assessment.