



Our Approach to Leadership Development

All our leadership development programmes have four key themes - personal competence (including emotional maturity), people skills, team development and organisational intelligence. In other words:

1. Leadership requires self-knowledge, self-development, the ability to know one's own strengths and weaknesses and the desire to develop to one's maximum potential.
2. Leaders need to be able to read and understand individuals and their behaviour, and to enable others to work together effectively.
3. Leaders need to be able to create cohesive teams and groups which can tackle the problems which confront them on a daily basis.
4. Leaders need to understand how organisations work and to utilise organisational systems and structures to achieve specific goals through and with other people.

The programme would be designed to meet the specific needs of the organisation but would typically consist of a number of elements normally spread over a nine-month period. These elements include:

- **A Diagnostic Workshop:** This can be a fully developed Development Centre or a shorter personal development planning process
- **One-to-one Coaching and Feedback sessions:** This may be part of a workshop session or organised independently. It might also include feedback from a psychometric instrument or a 360 degree assessment process
- **Specific Skills Workshop:** These are run around the specific skills identified within the personal development plans
- **Action Learning Sets:** These may be part of a workshop or organised separately. Such sets help to make the links between off-the job learning and the application of skills back into a work context.
- **Line Management Support:** We work with the organisation to ensure that the follow up work-based development continues way beyond the programme.

By the end of the programme, the participants will have explored each of the four key areas and will have developed specific leadership skills and abilities as already outlined. By spreading the programme over a reasonable period of time, it provides ample time for participants to practice, within their own working environment, those leadership skills which they wish to develop.

We know that our leadership programmes produce the required outcomes. We have demonstrated this through our work to date. For example, in 2000 & 2001, supported by the Trent Regional Education Committee for Public Health, we organised a modular leadership programme for a multidisciplinary group of health professionals. These two programmes have been independently evaluated, and the results clearly indicate a very successful outcome on both occasions.