Leadership Development Programs and Academies
Examples and good case practices

"LEADERSHIP IS EVERYONE'S BUSINESS"
Jim Kouzes & Barry Posner

Pharma: building managerial capability to accompany the organisational change, 2016-present

Kick off:

Working on mindset and team strengthening:

- Leadership Point of view
- Team strengthening with DISC Workplace
- Creating Change Positively (appreciative inquiry process)

Sustainability workshop to support change:

Processes that support change:

- Listening skills
- Action learning

Sustainability workshop to support change:

Adapting your leadership style:

- Situational Leadership
- Feedback skills

Sustainability workshop to support change:

Activating an optimal motivation for change

- Optimal Motivation

Sustainability workshop to support change:

The importance of alignment during change:

- Working with "Work of Leaders" Everything DiSC methodology

2016

Present

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THE FIVE BEHAVIORS
OF A COHESIVE TEAM™

Automotive: Integrated Leadership Development Programs, 2018-2019 edition

"Basic Leadership" Leadership Academy for Managers

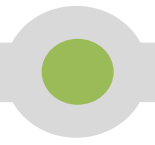1. Leading Yourself and Others

2. Leadership Communication

Individual coaching
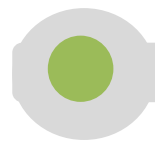
3. Leading Teams

The SLII Experience™
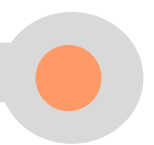
Building Trust & Listening Skills
Giving Feedback & Conflict Management
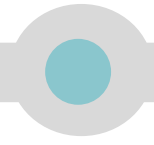
Building Effective Working Relationships in a Team (by using DiSC) and The Five Behaviors of a Highly Cohesive Team

"Engaged for Success" Program for Team Leaders and specialists

1. Team Motivation

2. Mentoring & Coaching Skills
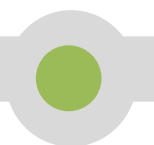
3. Effective Interviews
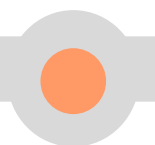
4. Organizing, planning and tracking

Self Leadership and Effective Communication by using LSI (Life Style Inventory)
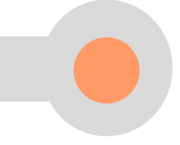
Alignment between the two Leadership programs: common leadership language

Self Leadership

Situational Leadership® II

Manufacturing: Leadership Experience Program, 2018-2019 edition

Launch → **Learn & Practice** → **Evaluate**

2018-2019 edition

| Kick-off: Developing Your Leadership Point of View (1 day) | Situational Leadership II (1 day) | Listening Skills (1 day) | Challenging Conversations (1 day) | Building Trust (1 day) | Five Behaviors of a Cohesive Team (5B) Workshop (1 day) | Team Charter (1 day) | Optimal Motivation (1 day) | Aspirational Goals (1 day) | Program evaluation |
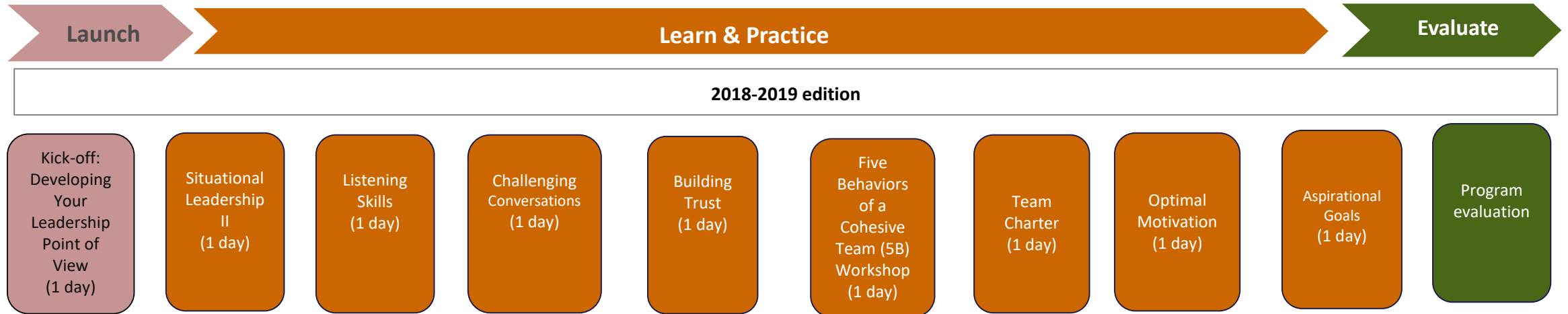
Key goals of the program:
- Gain authenticity and congruence by putting values at the core of the management approach;
- (Re)contract the team processes and align practices & norms;
- Develop the leadership competencies of the management team;
- Support the implementation of a shared leadership language within the company;
- Become a high performing team by working on trust, conflict, commitment, accountability and results;
- Improve communication and collaboration within the team and the organization.

Key competencies addressed:
- Essentials leadership skills: goal setting, diagnosing & matching
- Inspire & become a role model
- Communication skills
- Building trust
- Decision making
- Accountability
- Focus on results
- Activate optimal motivation for self and with others
- Conflict management

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OF A **COHESIVE TEAM**™

Manufacturing: Management Development Program, 2017-2018

Middle Managers

Launch of the program – Kick-off (1 day)
- Share the vision for the program
- Set up the right context
- Review expectations & assignments

Prework

Individual assessment

Virtual/ individual work
- 360 assessment
- Reflector Big Five

Coaching 1-1

Coaching

Face-to-Face/ by phone/ by skype

Discussion about the assessments and the learning

Training

Module 1

Face-to-Face workshop

(3 days)
- Know Yourself
- Situational Leadership II
- Effective Communication

Training

Module 2

Face-to-Face workshop

(3 days)
- Team Development
- Change Management
- Stakeholder Management

Program Closure (1/2 day)
- Review learning and completed next steps
- Teach and learn from peers
- Celebrate learning

Coaching Sessions to Support Application of Learning

Telecom company (a shared services center): Program Architecture, 2015-2017

Built on the organisation's competency model and managers identified development needs; delivered to all managerial levels of the company.

Managing complexity
I lead & I drive

Stakeholder Management

Strategic Thinking

Managing team
I care & I lead

Situational Leadership II

Leading People through Change

Managing self
I grow

DiSCovering Self and Others
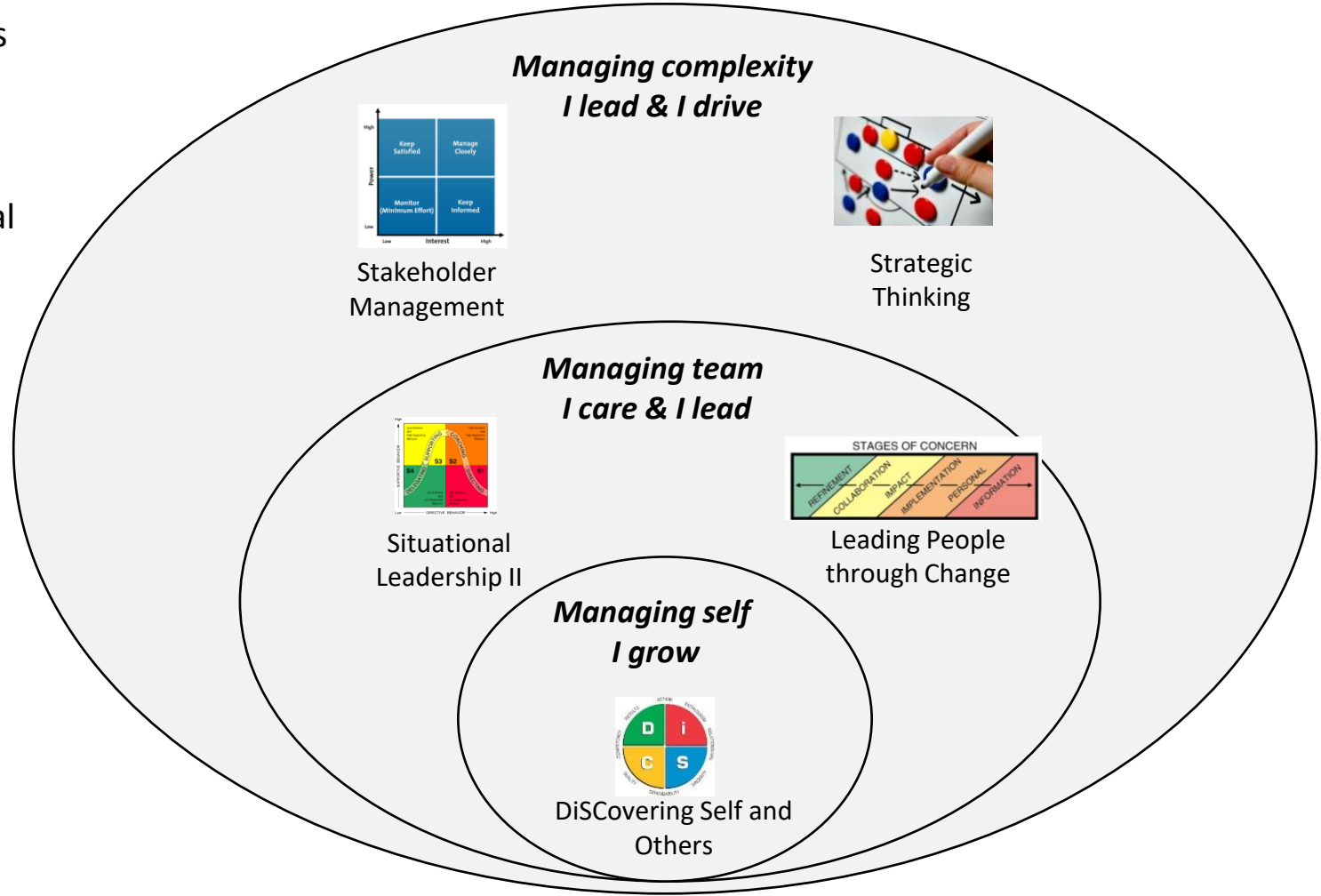
IT company: Leadership Academy Program Architecture, 2018-2019

Build based on the strategic needs of the organisations; 4th year of delivery for all managerial levels; delivery in 3 countries.

Academy Essentials (1-2 y. managerial experience)	Academy Advanced (3-4 y. managerial experience)	Skills Building Workshops
Communicating and influencing using DiSC	Managing conflict and Challenging Conversations	Critical Thinking
Situational Leadership Experience II (2 Days)	Coaching with GROW	Strategic Thinking
Giving feedback	Team Leadership	Emotional Intelligence

Manufacturing: Leadership Development Program, 2017-2018

1. Developing the leadership skills:

Situational Leadership II Experience

(2 days)

2. Consolidating the leadership skills

Giving feedback and Listening skills

(2 days)

3. Building the coaching skills:

Coaching Skills for Managers

(2 days)

4. Consolidating the leadership skills :

Challenging Conversations and Building Trust

(2 days)

5. Team Leadership:

Situational Team Leadership

(2 days)

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Automotive: Leadership Development Program, 2016-2018

Preparation

Kick-off session - Launching the program: Developing Your Leadership Point of View (1/2 day)

360 Assessment Management Impact (M/I) and Leadership Impact (L/I)

Workshop to understand the assessment tools (1/2 day)

Implementation of the program

Top Management – 1 group (5 modules * 2 days/ module)

Middle Management – 2 groups (5 modules * 2 days/ module)

- Situational Leadership II
- Sustainability Modules (Listening Skills, Feedback Skills)
- Sustainability Modules (Challenging Conversations, Building Trust)
- Situational Team Leadership
- Communication & influencing skills by using DiSC
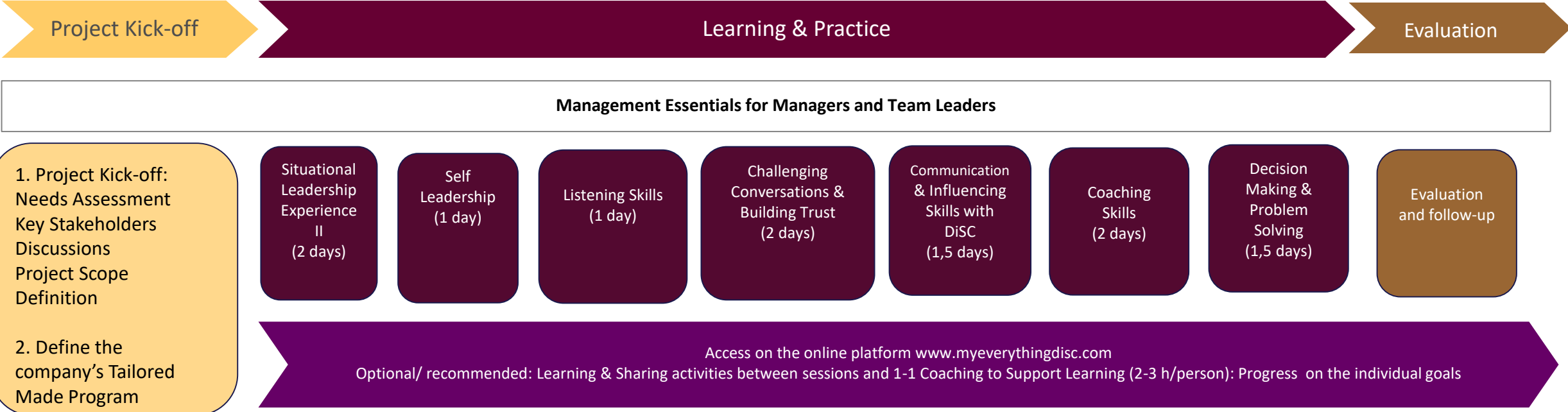
Evaluation

**Evaluation meetings with key stakeholders to evaluate progress and impact**

Individual coaching to interpret the assessments and to support goal setting for the program (1h/ pers)

Individual coaching to support the development of leadership competencies (2-3 h/pers)

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IT company: Leadership Academy Program, 2018-2019

| Project Kick-off | Learning & Practice | Evaluation |

Management Essentials for Managers and Team Leaders

1. Project Kick-off:
Needs Assessment
Key Stakeholders
Discussions
Project Scope
Definition

2. Define the company's Tailored Made Program

Situational Leadership Experience II (2 days)

Self Leadership (1 day)

Listening Skills (1 day)

Challenging Conversations & Building Trust (2 days)

Communication & Influencing Skills with DiSC (1,5 days)

Coaching Skills (2 days)

Decision Making & Problem Solving (1,5 days)

Evaluation and follow-up

Access on the online platform www.myeverythingdisc.com
Optional/ recommended: Learning & Sharing activities between sessions and 1-1 Coaching to Support Learning (2-3 h/person): Progress on the individual goals

Lucru pe grupe: Care sunt provocările pe care le întâmpinați în desenarea și implementarea programelor de leadership development în organizațiile voastre?
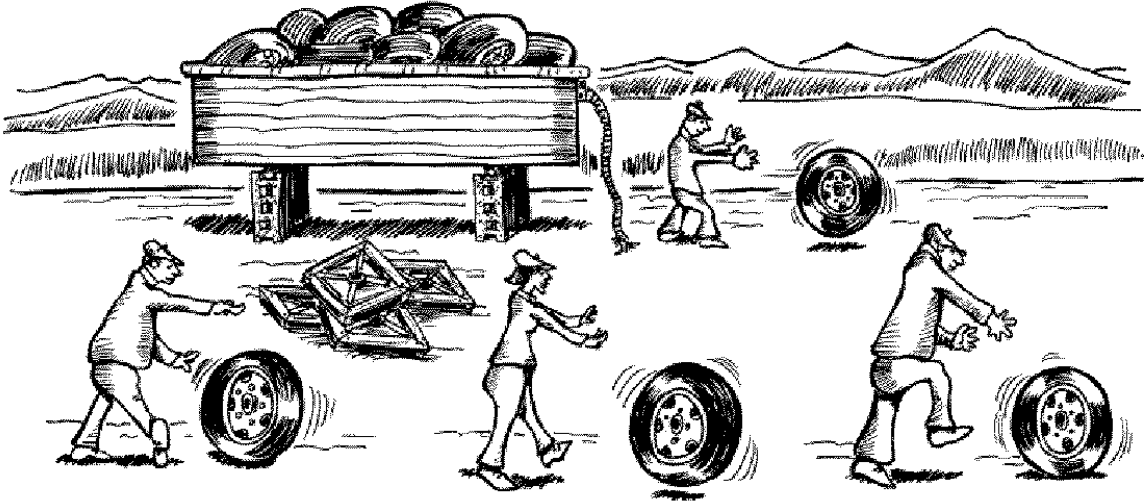

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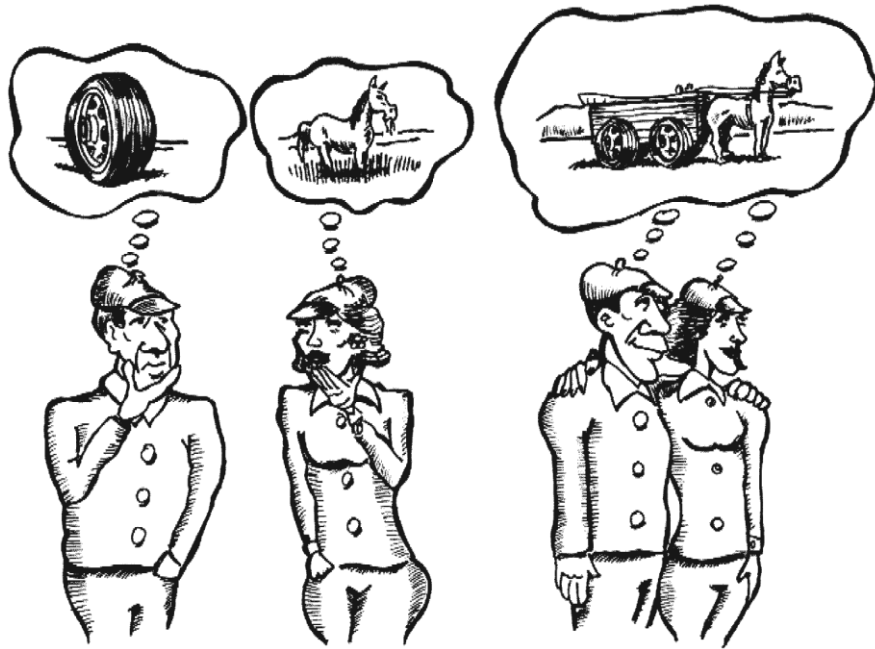-
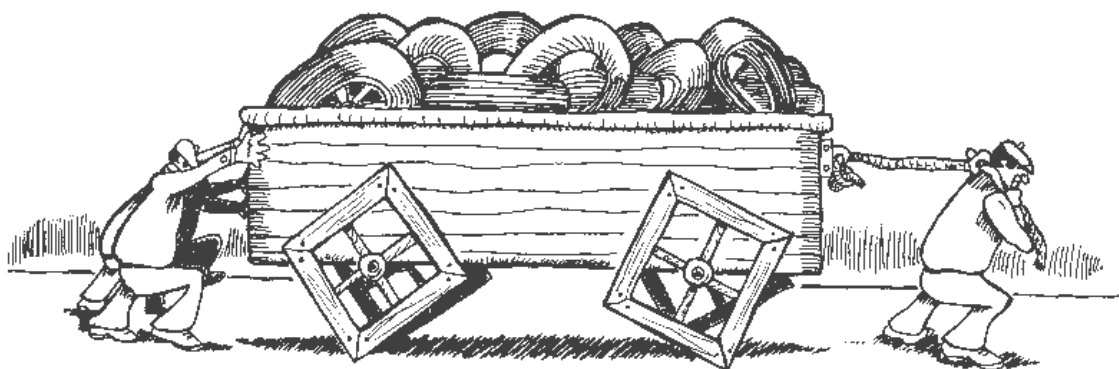
Panel 1: Ce idei vreau sa rețin?
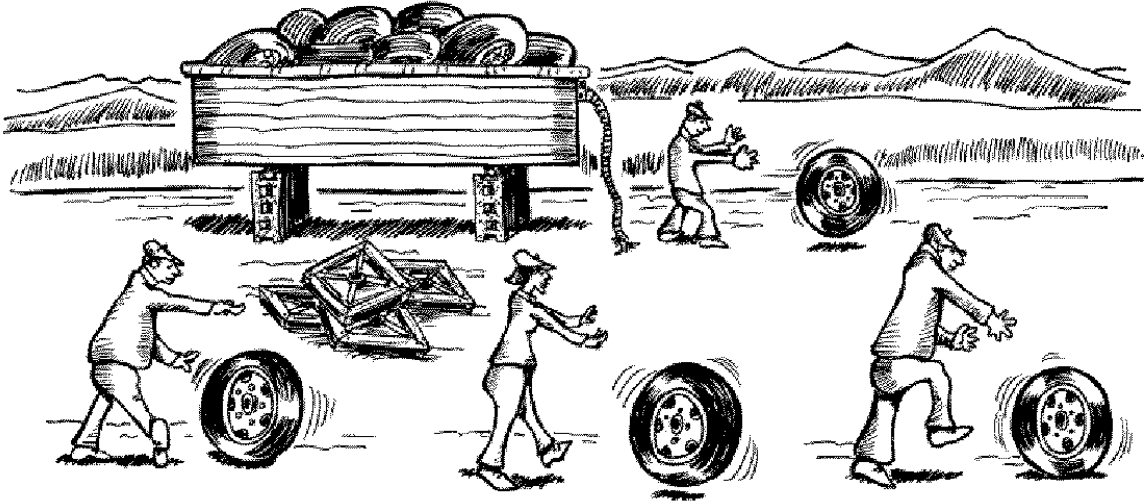
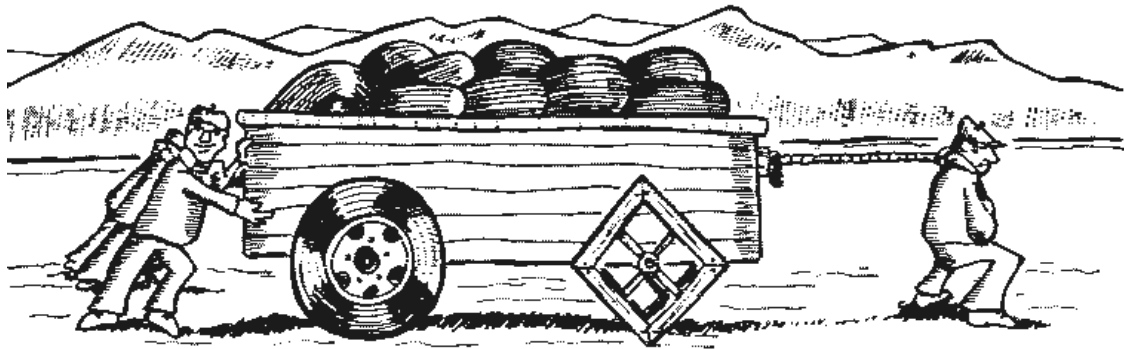# Panel 2: Ce idei vreau sa reţin?

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Lucru pe grupe: Care sunt elementele critice ale unui program de leadership development pentru a susține organizația într-un mediu cu schimbări rapide?

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Ce idei îmi planific să testez după acest workshop?

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