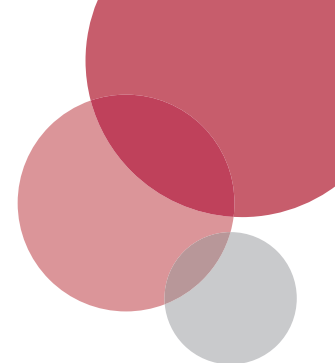


# Leading through Change



Focuses on the leadership behaviours required to generate a vision and lead others to the achievement of that vision. The tool results in a development plan that is rooted in objectivity and permits comparison between present and optimal leadership behaviour required for outstanding performance.

This ECT\* tool has been developed in line with current quantitative meta-analysis on leadership performance and leadership models, including work by Bob Garratt, Daniel Goleman and Harvard Business School. Traditional leadership development methods tend to assume one model of leadership. ECT takes a more integrative approach and includes the impact of organisational context on leadership performance. By using a 360° approach the results lead to a development plan that is rooted in objectivity and permits comparison between present and optimal leadership behaviour. The 360° aspect of the tool also gives the candidate a rare opportunity to see how others perceive their leadership behaviour and how this may differ from their own personal ratings. Leadership development must be translated into action to have real impact on performance. To ensure this happens, the data is collated into a personalised report which is fed back to the individual during a coaching session. Here we provide the individual with a wealth of ideas regarding how their capacity as a leader can be enhanced.

## Outcomes

- The individual has a thorough understanding of their competence as a leader
- The collated data has been translated into meaningful performance goals
- The individual is motivated to put this into place

In order to lead others through change, the leader needs to ask themselves:

- Do I have a clear vision for the future? (Strategic Leadership)
- Do I understand the process of change and the impact it has on both myself and others? (Change Management)

\* EXT = Executive Coaching Tools

- Have I mastered the personal qualities and team skills to lead? (Team Leadership)

Our Leadership Model considers these questions and for each we have identified statements which represent optimal performance:

## 1 Strategic Leadership

- External focus – is knowledgeable about competitor behaviour and the trends taking place in the market
- Vision – has a clear view of the future
- Goal Alignment – ensures that the activities of the team are aligned to the vision
- Communication – communicates clearly
- Networking – builds a strong network both inside and outside the organisation

## 2 Change Management

- Principles of Change Management
- Innovation and change – is comfortable with ambiguity, is open to change and understands the change process
- Emotional intelligence – is aware of ones own emotions and can understand and respond to the emotions of others

## 3 Team Leadership

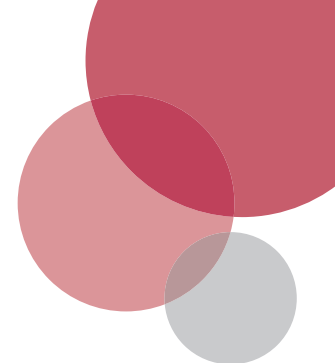
- Managing performance – sets clear performance goals, delegates developmental work, manages underperformance
- Team working – works well within a team, and promotes strong team working behaviours

The dimensions of leading change are:

### 1 - External Focus

External Focus is shown when an individual demonstrates that they understand the context for clients in which they operate; drives client service standards, in self and others; seeks profitable client work; anticipates future trends in the market; are knowledgeable about competitor behaviour.

# Leading through Change



## **2 - Vision**

Vision has more impact when team members understand and both aspire to and are able to work towards that vision. This is more likely when team members are consulted during the creation of the vision so are more likely to understand and support the vision; are motivated to work towards the vision and have clear goals that are aligned to the vision.

## **3 - Goal Alignment**

Goal Alignment ensures behaviours are in-line with the 'Vision'. The leader delegates meaningful work which is aligned to the vision and empowers others to reach their potential; sets clear performance goals, for individuals and teams and ensures they understand these; ensures their team have opportunities to initiate goal directed behaviours and consistently rewards these.

## **4 - Communication**

Communication is more effective when an individual communicates assertively, sticking to personal principles and values; communicates with clarity; flexes their communication style to meet the needs of the audience; uses a convincing manner, including communicating with appropriate words, strength of tone and appropriate body language.

## **5 - Networking**

Successful networking is integral to effective leadership, especially in environments where strong formal networks are absent. Networks should be built both internal and external to the organisation and include strong relationships which are managed in a consistent manner and are fully utilized. The effective leader is able to extend their network by building new relationships whilst not losing focus on maintaining existing ones.

## **6 - Principles of Change Management**

A key aspect of leading businesses today is the ability to be alert and open to change, and respond positively to change, whilst bringing along and supporting colleagues and team members.

## **7 - Innovation and Change**

Leadership in a changing environment requires an innovative approach. An 'Innovative Leader' is comfortable with ambiguity; understands the need for change and views change positively and recognises the need to have a flexible approach to managing change.

## **8 - Emotional Intelligence**

Emotional Intelligence (EQ) is a well supported component of effective leadership, often shown to be more important than IQ. People with strong EQ will recognise their emotions and the emotions of others as they happen and be able to utilize these emotions in order to gain a positive outcome from different situations; have strong social skills and be able to empathise with others; be able to flex their style to suit, and show drive and determination towards achieving goals.

## **9 - Managing Performance**

Leaders manage performance by motivating and empowering their team to achieve their potential. They use a style that is motivating; treat others with respect; provide positive recognition and developmental feedback and quickly resolve underperformance issues.

## **10 - Team Working**

Building successful teams is integral to effective leadership. Effective 'Team Leaders' build teams which have complementary skills and identify clear roles, responsibilities and objectives for team members; hold regular team meetings, for two-way communication and goal clarification; create a stimulating environment that elicits outstanding performance from team members; ensure their team understands, supports and works towards the vision; focus on the team's goals and development.