

THE EVOLVING LEADERSHIP PROGRAM



OUR CLIENT

A European multinational technology conglomerate which has more than a century year of history. It is the largest industrial manufacturing company in Europe and holds the position of global market leader in industrial automation and software. Its operations span electrification, automation, and digitalisation fields.

BACKGROUND

When leading in the VUCA world, effective leaders are evolving from command and control to engage and embrace. For a group of nine leaders, the Evolving Leadership Program included two collective learnings and four individual coaching sessions spread through a period of 6 months. Pre- and Post-session learning activities, reading and revision, self-reflections were designed to engage and reinforce learning between each session. The Program has created an open and participative environment for the leaders to acquire new skills, to lead effectively as well as to allow self-reflection processes.

LEARNING SOLUTION

Part 1 : SELF - Explore Leadership Within



A good leader must be able to connect, motivate, and inspire. Heightening the capacity to lead others requires being able to see how you think and act, and how your behavior affects others.

Leadership is a lifelong journey that begins with self-awareness. TetraMap[®]^ was introduced in this session as an effective and intuitive learning tool to develop self-awareness on communication, collaboration, embracing diversity, and to enhance soft skills. Leadership characteristics and strengths were identified at this stage.

[^] TetraMap[®] uses the four basic elements of the nature as metaphor to look at human behaviour. By understanding the diversity, communication can be improved and enable better relationships. (www.tetramap.com)

Part 2 : PEOPLE – Unleash Team Potential

A leader is a coach when s/he is in the perfect spot to lead the team and help them grow. This kind of coaching helps strengthening the bonds and developing new skills as members are guided more effectively.

In this session, learners acquired new coaching concepts, process and skills as well as the application in daily work-life. They have developed the skills to foster open dialogues with their team members, enabling them to effectively address immediate needs and provide constructive feedback.

Besides, a leader is also a team developer who sets objectives, roles and tasks so that members could feel their contributions are significant.

This part of the program aimed to mould behaviour and grow the awareness of how it affects others. We helped them discover how to create a positive and energetic workplace and to give best feedback skillfully. Participants have gained the expertise to unlock the full potential of their team.

Part 3: GROWTH – Activate Your Self Best

Four 1-on-1 coaching sessions were designed based on the 3D Coaching Approach:

- **Discovery:** to discover what motivates learners' actions by using Reiss Motivation Profile[®]^
- **Development:** goal setting by using MasterCoach App*
- **Dedication:** progress review and dedication to new leadership practices

The Program comes with a Coaching Summary Report which brings together the observations and results from the four coaching sessions. It helps our client to better understand the team's overall needs, preferences, attitudes, and behaviours in key dimensions of management and leadership. The report also helps the company to capitalize on the leaders' strengths, target areas for further development, set goals, and plan action as the next step.

Participants' feedbacks

“ The Program inspires me to explore more different possibilities and review self challenges in my leadership journey. ”

“ I had deep conversations with my coach to discuss the actual situations in people management, tactics, suggestions and the new management trends. It was helpful and practical. ”



OUTCOMES

The learning experience greatly brought out the leadership capabilities of these leaders and helped to identify their potentials. Here are some of the key outcomes:

- Explored effective strategies for team management and navigating complex leadership roles.
- Developed leadership competencies needed for their roles.
- Transformed the leadership approach to outperform in the VUCA world.
- Identified personal leadership styles to get in sync with the company goals.
- Reviewed their responsibilities and moulded them as powerful leaders in the long run.
- Developed resilience and skills to increase confidence and adaptability in the face of change.

[^] **Reiss Motivation Profile[®]** is a scientifically-developed questionnaire that shows what drives a person and influences their behaviour. It diagnoses unconscious internal needs, that is, motivators that influence everyday behaviours and decisions. (www.reissmotivationprofile.com)

* **MasterCoach App** is the World's first action-based coaching application. Handy tool for workplace leaders to coach employees to follow through and achieve their learning and performance goals. (www.mastercoachapp.com)