

LEADERSHIP

Leadership style drives results and provides the vital link between the performance of individuals and business success. It has evolved over the years to become a social influence process where the ability to 'connect' with people is the most powerful component of its effectiveness.



Organisations seeking to increase the quality of their leadership should look to development that builds self awareness, contextual understanding, and effective leadership action.

A wide range of interpersonal factors, a narrow range of ability factors and an ability to work strategically within context distinguish top performers from average ones.

Why use **People-centric** business psychologists?

Our psychologists come from practice-oriented research backgrounds, placing them at the forefront of their field of expertise, and offering our clients significant competitive advantage by placing them at the leading edge of innovation and change. We only champion methods shown to make a difference - important, sometimes counter intuitive and always relevant. Our approach is up-to-date and results-driven, contributing to system wide improvements in people practices.

Sensitive Assessment

The way in which an organisation selects and develops its senior managers can provide strategic competitive advantage. At the most basic level, sophisticated selection and assessment processes give the impression of professionalism, but chosen and used with skill they can provide real and measurable benefits.

Understanding The **Self**

Self awareness is key to connecting effectively with others and is the hallmark of superior performance. This does not mean that we can neglect knowledge skills and experience but at the most basic level, understanding strengths and weaknesses gives the leader the best chance of leveraging their own abilities.

Leaders and executive vary in their natural capacity to process information of an interpersonal nature but it is possible to learn skills of understanding and increase ability to manage the reactions of others and achieve success in work context.

Developing **Your** Leaders

Leaders and executives need help when moving into strategic roles. The higher up they are, the more important it is to have self awareness, self regulation, empathy and social skill. Self awareness techniques and personality profiling enable us to offer effective support.

- **Early identification of talent is key.**
- **Gradual development of selected individuals is the best way of preparing future leaders.**
- **Facilitating an understanding of self, personality, motivation and preferred leadership style is a basic essential.**
- **Managing time, dealing with stress and avoiding burn out are critical skills.**
- **Most organisations need to look to an external resource to support these kind of leadership development efforts.**

Addressing Your Concerns

Leadership development at the individual level is about identifying motivations, ambitions, personal strengths and weaknesses as well as strategic capacity.

At the organisational level it involves the process of enhancing the capacity of individuals. Whilst an element of this is about developing straight skills and knowledge it must also engage with the bigger questions raised above.

Effective leadership development facilitates connections a connecting set of values and objectives, a shared identity and strategic vision that stimulates action. This can be done most effectively through active engagement

As the significance of knowledge workers increases, then alignment rather than control, and leadership rather than management, will be of increasing importance.

Personal support services in the form of on-going coaching means development plans are not sidelined by day to day accountabilities.

Our Approach

We believe that leaders and executives need to develop their awareness in three main areas:

- **Awareness of self**
- **Awareness of the context in which they are situated**
- **The relationship nature of leadership and action**

Whereas management is mainly role-based and includes activities such as objective setting and performance reviews, leadership is a way of being, an expression of personality, motivation, belief, reliability and clarity of purpose. We help leaders gain a full awareness of self.

Contextual awareness is to do with the nature of the business, its strategic imperatives, the capabilities and motivations of colleagues and team members. Leadership challenges will vary in the light of a particular context. We work with leaders to help them articulate the operating context.

The third area recognises the leadership takes place amongst a plurality of interests and must achieve sufficient agreement for effective action to be taken by the group. Good leadership is sensitive to 'followership' and the culture of the organisation.

The People-centric approach to leadership development begins with one-to-one-awareness raising. It moves on to contextual specifics through carefully crafted context awareness sessions based on discussions and thoughtful reflections on experience. Finally, People-centric will formulate small learning groups focused on effecting leadership action and culture change within the organisation.

- **We use up-to-date objective assessment techniques with skill and understanding.**
- **Our leadership development service is sensitive to the needs and priorities of different sectors and those within it.**
- **Leaders do not have to be away from work for extended periods.**
- **Our development approach leverages work and life experience as fully as possible.**