DEVELOPING GREAT LEADERS

Background to the Leadership Bid

- Challenges
  - Increased regulatory and compliance standards amplify the pressure to perform highly with fewer resources
  - The impact of the economic slowdown includes reduced profits, reduced attrition, the need for innovative teams
  - The need to address skills gaps
  - Requirement to adopt technological changes in a highly changeable working environment

- The aim of our Great Leaders Programme
  - To develop our leaders so they have the necessary skills to be successful in new circumstances -
    - *Directors and Aspiring Directors / Senior Leaders*
    - *Middle Managers (Operational & Departmental Heads, Improvement Specialists)*
    - *Team Leaders & Front Line Supervisors*
  - To become great authentic leaders who have a shared vision and direction
  - To create inspirational leaders for the next generation

Our Leadership Development Objectives

- Build a resilient corporate team that embraces the successful traditions of our company whilst demonstrating our values
- Give managers the skills and confidence to encounter new situations beyond their comfort zone and encourage them to successfully challenge the status quo
- Develop / nurture an agile and collaborative leadership style
- Take our people and transform them into leaders
- Improve the skills and competence of our managers to recognised professional standards and education levels to ensure a diverse, inclusive, and professional workforce

Developing Great Leaders – Our Vision

- Offer **in-house psychometric tools** to help identify individual development needs and improve recruitment/promotion (Strengthscope and OPQ).
- Pull together all leadership development activities into a branded **'Great Leaders' offer** (brochure) which enables people with their line manager to **choose** which activities they need and for which level.
- Encourage people to value investment and **take ownership** for their development by asking for applications/nominations from talent reviews for sponsored qualification programmes.
- Offer a blended approach of courses, qualifications, workshops, e-Learning, coaching, sharing expertise and taking part in strategic projects to ensure **learning is continuous** and embedded.
- Establish **leadership development objectives** for each person as part of their appraisal.
- Develop a clear and simple behaviour **framework** which can support development discussions, appraisal, rewarding the right behaviours and selecting the right people for leadership roles.

Directors/Aspiring Directors – Development Opportunity

For Directors/ Aspiring Directors - If you are looking to improve your strategic focus, widen collaboration and enhance your leadership approach, then you may like to take part in our **Advanced Leadership Programme** which includes sponsorship for the renowned Institute of Directors (IOD) qualification.

What does the Advanced Leadership Programme include?

1. Self-review using the 360-degree Leadership Strengthscope psychometric tool to help inform your personal development plan.
2. Sponsorship for a IOD qualification and membership.
3. Competency review against the IOD Directors framework.
4. Advanced Coaching & Mentoring skills training so that you can help to develop the FM Conway talent
5. Taking part in a Strategic project group sponsored by a Board Member
6. Sponsorship for a Senior Leader Level 7 Degree

What is Strengthscope?

A Strengthscope assessment can help a person to identify who they are when at their best, the qualities and strengths that make them different and how they can utilise these qualities in order to drive up their confidence, engagement with work, productivity and build better relationships with colleagues.

What's involved?

Your HRBP will organise for someone to facilitate the process, give you feedback and coaching on your strengths and opportunities to improve. You can also ask to include 360 degree feedback (i.e. assessment by your staff, colleagues and line manager) if you would find this useful.

Strengthscope

StrengthscopeLeader™

Contents

1. Introduction and overview
2. Your 'Significant 7' strengths
3. Your strengths profile
4. Developing strengths to achieve peak leadership performance
5. Effective use of strengths
6. Potential energy drainers
7. Actions to reduce energy drainers
8. Leadership habits
   - Overall snapshot
   - Leadership habit averages
   - Highest 5 and lowest 5 scoring statements
   - Detailed breakdown across all habits
9. Leadership outcomes
10. Overall leadership effectiveness
11. Rater comments
12. Developing your leadership habits
13. Rater details
14. The 24 Strengthscope® strengths

What is the IOD?

The Institute of Directors (IoD) was founded in 1903 to support, represent and set standards for business leaders nationwide.

Membership will equip our directors and aspiring directors with a range of resources - including access to business information, training, professional expertise, networking opportunities - all of which are designed to help individuals strengthen and build on their own success.

You will be sponsored to become an Associate Member of the IOD and will have access to the IOD Competency Framework to help inform your personal development plan.

Advanced Coaching & Mentoring Skills

Building a coaching culture is a key focus for growing talent and enabling high performance and resilience.

This two-day programme will further develop our leaders' approach by:

- Develop a range of coaching tools
- Refine individuals coaching and mentoring skills
- Use coaching as a facilitation and presentation technique
- Use coaching to enhance teams and relationships
- Use ‘Advanced Appreciative Enquiry’ techniques

Strategic Project

You will work collaboratively with other directors / aspiring directors in your cohort on a key strategic project that will widen your understanding and exposure within the business.

These projects will be linked to one of the three FM Conway strategic pillars or our People Agenda:

- Self Delivery
- Carbon
- Technology

Each project will be sponsored by a Board Member

Each project team will be asked to present their ideas, solutions to the Board

Timeframe

Process	Cohort 1	Cohort 2
Applications to be emailed before the closing date to:-		
Board of Directors to shortlist applications		
Cohort introductory meeting		
Allocated facilitator for Strengthscope and PDP		
Coaching & Mentoring Skills workshop		
Qualification Commenced		

How do Individuals apply?

Applications should be emailed to:-

Your application needs to include the following:

- Name
- Current Role
- Employee Number
- Division
- Manager
- Time in current position
- Please list any industry bodies of which you are a member.
- Please list any relevant industry positions you have held that were voluntary.
- What does great leadership mean to you?
- Why do you want to be considered for the Great Leaders Programme?
- Identify an area of the business that requires improvement, explaining what the problem is and the solution you would implement.
- Using one of our 3 pillars as the focus, self-delivery, technology, carbon & environment, explain how you could develop an area of the business. (Financials do not need to be required at this stage although may be questioned later).

Your application should be a maximum of 1,000 words to explain to us why one of the sixty places should be granted to you.

Questions?