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.

Middle Managers – Development Opportunity

For Middle Managers – If you manage teams or projects and have a responsibility to achieve operational or departmental goals as part of your role which will support the organisation's strategy and objectives you could consider taking part in our **Middle Leaders Programme**.

What does the Middle Leaders Programme include?

1. A self review using the Strengthscope psychometric tool to help inform your **personal development plan**
2. Sponsorship for a **management or higher level qualification**
3. The opportunity to take part in a series of **Masterclasses, Insights and Expresso Training workshops** in topics such as managing change, finance for non-financial managers, resilience and wellbeing
4. **Coaching or mentoring** from a senior leader
5. Possibility to secure sponsorship for Professional membership and a competency assessment

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

Sponsorship for a Management Qualification?

- Level 5 Operations or Departmental Manager Apprenticeship
  - Duration is 2.5 years
  - Upon completion it will be possible to register as a full member with the Chartered Management Institute to support their professional career development and progression upon completion

- A higher-level construction contracting qualification
  - By on site assessment and training
  - Support an individual's application to gain a black CSCS card

- For subject matter expert's sponsorship for an improvement apprenticeship could be consider.
  - Level 4 Improvement Practitioner for those leading the delivery of change
  - Level 5 Improvement Specialist for those leading the deployment of improvement strategies
  - Duration of both is 14 months

Coaching & Mentoring Skills

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

Coaching by a more senior manager to:

- 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 tried and tested techniques to support team members

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
- What does great leadership mean to you?
- Why do you want to be considered for the Great Leaders Programme?
- Give an example of how you have demonstrated strong leadership.
- What area of the business are you interested to learn more about?
- Identify an improvement that you would make to our business.

Applications can be submitted in your language of choice/mother tongue.

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?