



Senior Leadership Programme



Guidelines

- This is your time – protect it.
 - Turn ON 'out-of-office'
 - Turn phones and emails OFF
 - Use the breaks to reflect and recharge, NOT to answer emails
- Look for cherries.
 - If you spot something useful, write it down
- If in doubt, ask.



Objectives

By participating in this programme you will,

1. Have established your own leadership proposition,
2. Be accountable and take the initiative for driving proposals to the board,
3. Have built self-awareness,
4. Be able to evaluate the performance of others and give timely and constructive feedback,
5. Understand and value the range of leadership styles required to motivate different people in a variety of situations,
6. Have identified the leadership qualities required for success in complex environments,
7. Be able to lead change and effectively cascade consistent messages,
8. Have explored how you, as a leader, can provide a positive return for Speedy.



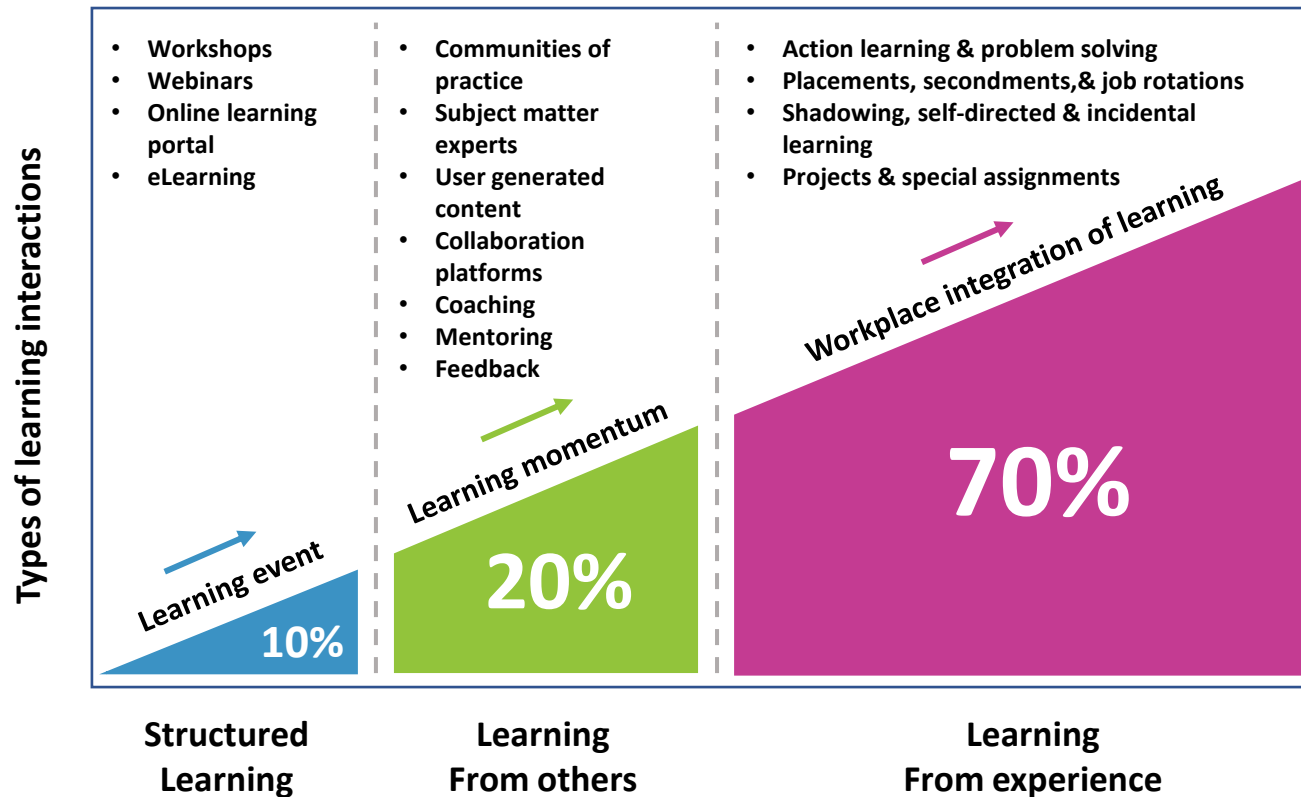
Outcomes

Speedy is looking for you to,

- a. Proactively drive change to achieve Speedy's strategic objectives,
- b. Develop others to unlock potential and maximise performance,
- c. Work effectively as a single peer team across the business,
- d. Increase morale, motivation and engagement within their teams,
- e. Consistently communicate and cascade corporate priorities.



70:20:10





5 Dysfunctions of a team



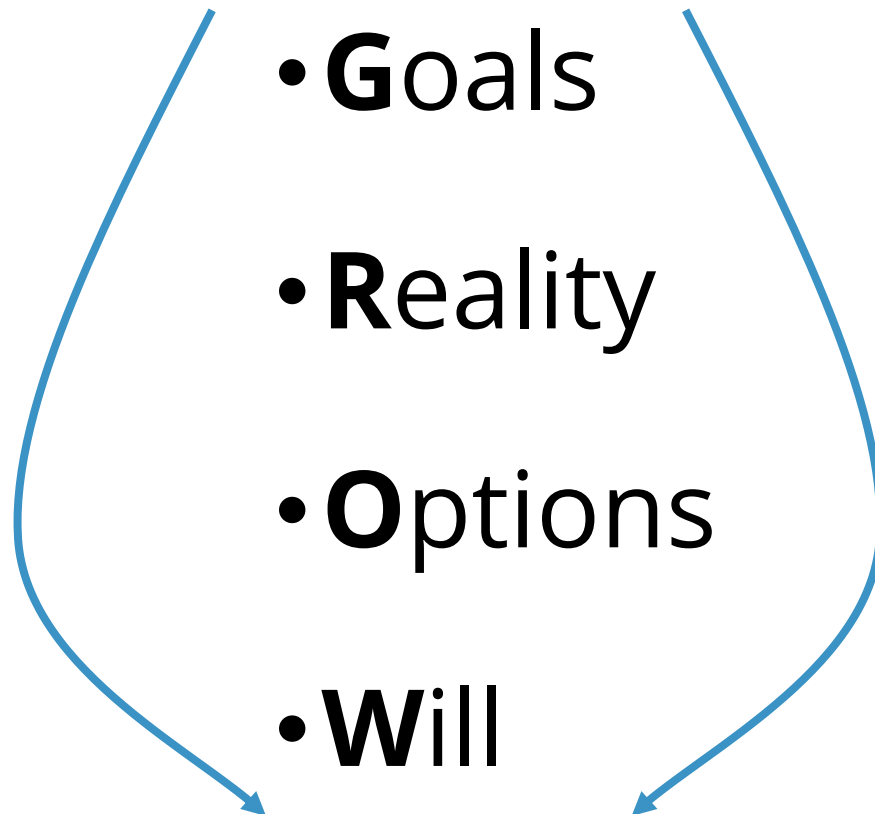


Six Critical Questions

1. Why do we exist?
2. How do we behave?
3. What do we do?
4. How will we succeed?
5. What is most important, right now?
6. Who must do what?



GROW



- **Goals**

- **Reality**

- **Options**

- **Will**



360 report: Terminology

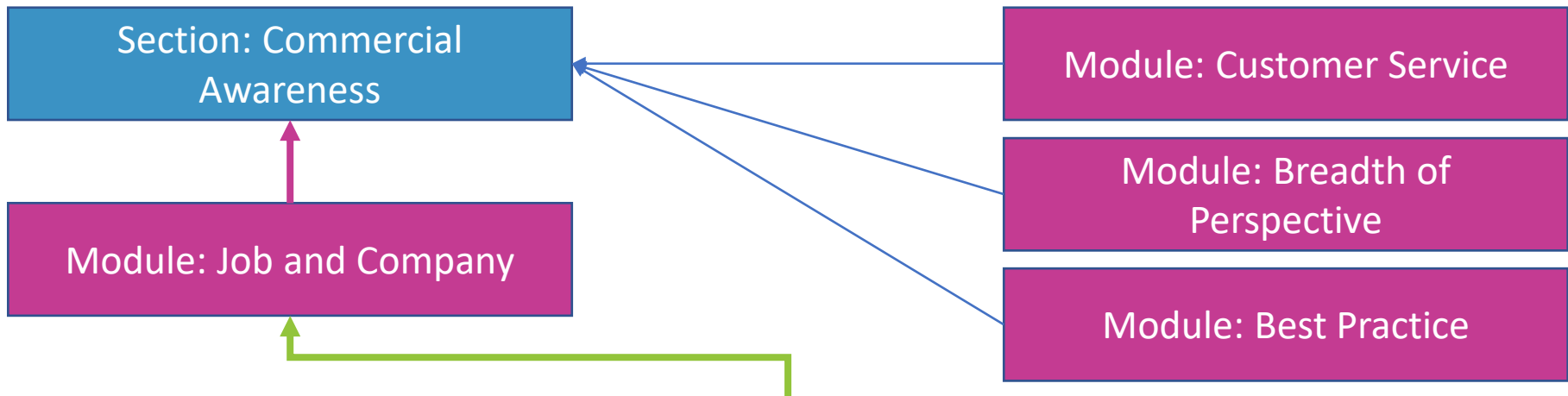
- Group – a collection of respondents
 - Self
 - Line Manager
 - Colleague
 - Direct Report



360 report: Terminology

- Section – composed of a number of modules
- Module – composed of a number of questions
- Questions – contribute to a module

360 report: Terminology



Questions:

- Has an excellent understanding of their own function/department and job role
- Shows an excellent understanding of related processes
- Understands business objectives and how these relate to and affect own function/department
- Demonstrates own skills and expertise and how these relate to function/department
- Aware of other functions' / departments' objectives and how they relate to the business as a whole



360 report: Interpretation

- Look for themes – are there areas of consistent high or low scores?
- Look for differences – do different groups see or value different things? A whole point different is significant.
- Look for anomalies – where one group's scoring habits change markedly.



Business Effectiveness

