
Leadership.



Strategic
People
Group.

SPG has provided us with a research based and proven coaching framework and methodology which fills the identified gap for us - after a year we are really starting to see positive results where managers and staff are having conversations which help define expectations and help staff realise their strengths and how they can achieve even better than they first thought. SPG has always been available with constructive and practical solutions for us.

Tracey Paterson, GM Organisational Development

Ravensdown Ltd

SPG's Positive Leadership and Coaching programme has made a significant difference to the Christchurch Engine Centre. The content has impacted the culture of our company, but more than that, SPG has always tailored their approach to meet our needs and gone the extra mile to reinforce the principles. Their professionalism has won huge respect within the company, while their friendly, personable approach has really connected with our staff. The programme has not only changed careers, but given staff skills for life. I strongly recommend SPG and the programmes they offer.

Lois Cameron, HR Executive

Christchurch Engine Centre

I wanted to let you know about the amazing amount of positive feedback we have had as a leadership team to the Leaders Coach programme SPG facilitated last week. We have had teams that attended together really taking some of the learnings on board and individual staff commenting on how it was one of the best leadership courses they have attended. Again, much appreciated by all who attended.

Thanks

Kate McCrea, Nurse Director – Medical Directorate
Hawke's Bay District Health Board

I wanted to say thank you for bringing SPG in to support us all through the upcoming changes with the Leading Change Programme. From my perspective and observation, their ability to engage with us, their professionalism, and obvious extensive experience, has added much value and given a level of confidence in the change process that I haven't experienced before. I have really enjoyed working with them and have gained a lot personally.

Manager
Crown Entity

Bespoke Leadership Programmes

We work with our clients to develop leadership development programmes that create real behaviour change in organisations through engagement, leadership development and the alignment of employee efforts and HR activities to an organisation's strategic direction.

Our leadership programmes are underpinned by:

- Working with you to discover the leadership behaviours that are driving effective performance in your organisation and developing strategies to make the pockets of excellence the new 'normal'. We can work with you to make individuals **aware** of their development needs through 360° Reviews or Development Centres or through helping all leaders meet the new requirements together through training and change-management.
- Providing credible **resources** to drive change and support a feeling of efficacy – the *belief* that your leaders can change. This includes our programmes (overleaf), sourcing other relevant components and on-line materials and on-the-job activities.
- **Motivating** leaders to display the new behaviours through the ongoing reinforcement of the new requirements. We can align your own systems or help you implement 360° Reviews, coaching modules, remuneration, manager support and performance management systems to provide continuous feedback and motivation to change.
- Aligning organisational systems and the culture to **support** the demonstration of the new leadership behaviours. This is achieved by linking the programme to business drivers and (HR) systems and processes, such as:
 - Aspiring leaders programmes
 - Leadership induction
 - Leadership selection systems
 - Coaching
 - Succession planning and top talent programmes
 - Recognition and reward systems
 - Engagement or culture surveys
 - Management of poor performing leaders



Change is achieved through partnering with our clients to manage the above factors, monitor progress, and evaluate the impact on the business to ensure the desired change is occurring.

Leadership

Our approach to leadership development has its foundations in the five key areas that underpin Positive, Strengths, Authentic, Māori, Level 5 and Servant Leadership. These five areas have demonstrated impact on organisational performance in both dynamic and complex environments as well as where things are more predictable. By focusing leadership development activities on helping managers to build authentic relationships with their staff they generate engagement that energizes people and leads them to exert discretionary effort, become more innovative and collaborative, demonstrate genuine commitment and align their efforts to the organisation, and are happier and healthier. 80% of engagement is based on a person's relationship with their line manager.

The programme contains five modules which can be delivered four hour sessions, or two one-day workshops. The modules include:

Practice

- Understanding leadership in the current environment and having a strengths based foundation for defining your authentic leadership approach.
- How to change habits and leverage your strengths to be positive, have accurate self perception, develop a sense of purpose and manage performance, and develop enduring relationships.

Positive

- How to position yourself to meet the challenges of leadership – building resilience and positivity in a complex and demanding world.
- Positive approaches to leadership and the impact these have on people and problem solving.

Perception

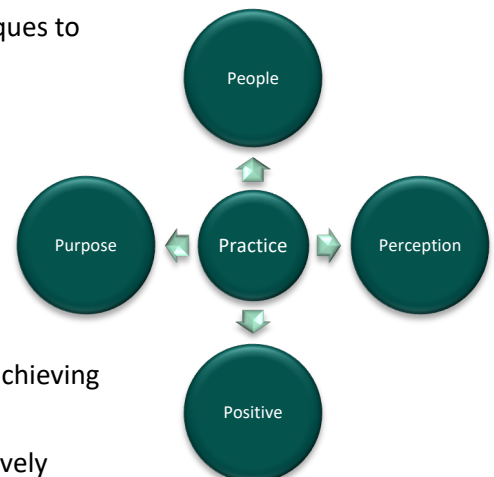
- Understanding personal strengths and weaknesses, and techniques to maintain an accurate self perception

People

- Managing individual strengths and the positive communication ratio to build a positive climate, more interaction and improved productivity
- The importance of, and ways to connect with people

Purpose

- Connecting people with the meaning of work and their role in achieving organisational objectives.
- Rewarding good performance and addressing fatal flaws effectively



All modules have post-course implementation plans, and support for implementation through coaching by the facilitators. This provides motivation and on-going support for the transfer of skills to the workplace – often the hardest part of leadership development – helping people take those first steps.

These modules can be combined with Leaders Coach, Leading Change, Leading Strategically, Recruitment and Selection Skills Modules to create a fuller programme.

Leaders Coach

We are passionate about coaching and see it as *the* fundamental leadership tool. Implementing coaching has proven positive impacts on transfer of learning from training, increases in productivity, reduction of stress and burnout, increases in development culture and focus on goals and engagement.

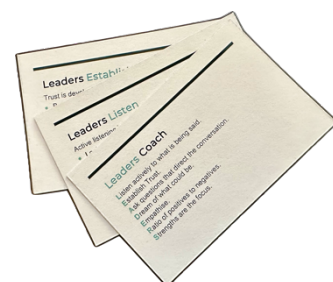
We see coaching as being delivered by leaders through a:

- time-tabled event fortnightly or monthly where progress against individual objectives and development plans can be reviewed and people coached to raise their performance - either to extend themselves beyond their expected level of performance or through putting remedial actions in place to assist them in achieving their goals.
- practice of managers responding to problems they witness, or as they are raised by their staff, on a day to day basis which assists the staff member solve the problem and build their skills (and ensures the manager doesn't take on the problem themselves) – the 'coachable moments'.

We also use key elements of Positive Leadership in our approach – focusing leaders on coaching all staff (not just the problem ones) on all their objectives (not just the ones where they are not achieving) to increase buy in to the coaching actions, maximize the positive impact on performance, and provide a mechanism for ongoing recognition of staff's good performance

This two day module covers how to coach with Positive Leadership tools:

- Why Coach, when – when staff come to you with a problem and in regular programmed sessions. What to coach on – what's going well as well as what is not going well, business objectives, development plans and long term career goals.
- **LEADERS** core skills of coaching – (Listen actively, Establish trust, Ask open questions, Dream of what could be, Empathise, manage the **Ratio** of positive to negative communications, focus on **Strengths**)
- Using **COACH** to structure the conversation – (Clarify the situation, expectations or goals, identify **Options**, **Agree** on the way forward, **Create SMART** objectives, identify **Help** needed and remove roadblocks)
- Feedback in coaching - making the most of recognition and delivering difficult feedback
- Action planning on how are they going to implement coaching?



We also follow up with each participant after one month, provide cue cards and an app to support them further in the implementation of coaching. Providing a coaching framework pulled from your performance management system can make it easier to coach as well as providing motivation through 360° Reviews or coaching surveys to monitor progress on the implementation of coaching skills.

Leading Change

Less than 50% of change initiatives achieve their objectives. Appreciating the human element of change and the importance of leading people through change can be the difference between the change failing and teams becoming disengaged or change succeeding and people seeing it as an opportunity to learn and grow. This programme equips leaders with tools to make change becomes their defining moment – not their death knell. The programme is made up of two components – ‘creating change’ and ‘leading change in your team’ and can either be run as four, two-hour modules or a one-day session.

Creating Change

‘Creating change’ looks at how the brain works and how, and why, positive psychology provides the tools and approaches to support change initiatives most effectively.

The session will look at Appreciative Inquiry as a tool in change management and problem solving. Appreciative Inquiry is a tool leaders can use to direct questioning to focus attention on what is working well (or, on what occasions or situations it is working well) and, by doing so, make changes to what isn’t working well. Change can often be leveraged off situations where the desired behaviour or outcome has already been achieved, working to make these practices more consistent and building on these strengths.

Effective change initiatives have a positive to negative communication ratio of 4:1 - we need to focus much more on where we are going, the current strengths we have that will help us get there and less on what was wrong with the past.

Leading Change

In the remaining sessions we review the research on the ratio of positive to negative communications in effective vs ineffective teams, how this impacts openness to change and team performance and what mechanisms there are to influence this. Tools include:

- maintaining one’s own personal positivity through change
- identifying and using team members’ strengths more effectively
- understanding trust and key actions to build it
- setting ground rules and using values more effectively to manage poor behaviour and create commitment
- reconnecting team members with the meaning of their work

The tipping point is explored as a model for leading specific changes in organisations. The model helps participants understand the dynamics of people in groups and how the group reacts to new ideas and change. The tools and techniques appropriate at each stage of the change process are reviewed to most effectively create the tipping point – where the change is accepted and embraced by the group.

The sessions include a number of practices in pairs including developing a personal action plan around positivity, using ‘tipping point’ to think about teams in their organisation and developing an action plan, and thinking about their own personal purpose. Participants are encouraged to work on their action plan with a peer after the programme.

Leading Strategically

The origin of the words for 'Leadership' in both Anglo Saxon and Māori came from a travel guide – taking people places they haven't been before. As leaders we need to help people see the way forward and give them confidence that we can help them get there. However, in an increasingly complex and ambiguous world the way forward may not always be clear.

This one day programme provides a set of tools to use to start to see the way forward and to plot a course to get there. In an ambiguous and complex world we won't always have all the answers or knowledge, so the tools covered are designed to facilitate information gathering and develop high level goals that can guide our actions – even when our plans have to change.

The programme is practical, taking participants through a scenario which is real for them. The components of the course cover:

What is strategic thinking

- What is strategic thinking, a framework for seeing how organisational systems interact with the external environment and the elements we need to manage to deliver on strategy
- Creating time and being in the right headspace to think strategically.

Environmental Scanning

- Using PESTLE (Political, Environmental, Social, Technology, Legal and Environmental) analysis to scan your operating environment for the changes you need to take account of.
- Using a value map tool to understand customers (or stakeholders) and their needs and to align these to what you are delivering and how you access/communicate with them.

The real path to greatness, it turns out, requires simplicity and diligence. It requires clarity, not instant illumination. It demands each of us to focus on what is vital—and to eliminate all of the extraneous distractions.

Jim Collins, Good to Great

Creating a vision and strategy

- Using SOAR (Strengths, Opportunities, Aspirations and Results), a positive psychology version of a SWOT that leaves participants more energised and confident about the future, to respond to the environmental scan.
- Using the Aspirations from SOAR to define goals that are achieved through leveraging the Strengths and Opportunities in a strategic plan. The Results provide a measure of achievement.

Strategy to Reality

- How to achieve better than the average success rate for strategy deployments - 58%. Key elements include:
 - Deciding what to start/stop/continue doing
 - Cascading strategy to teams and individual goals, aligning performance management systems, and coaching people to help them prioritise the new requirements; aligning meeting agendas, organisational structures, policies, reporting systems and communications.
 - Aligning capabilities to the new strategy through recruitment, induction and onboarding, training and development systems.

Personalised Development

We can help leaders find their own strengths and how they can use these to build their leadership impact. Strength based development has twice the impact of focusing on weaknesses. Exceptional leaders tend to be very strong in 4 - 5 competencies and our focus is to help build their strengths to make them exceptional. 'Fatal flaws' or career derailleurs need to be managed too but are highly unlikely to be fixed through development. This programme can be run on a one off basis or with a management group.

The first phase is making people aware of their strengths through providing people with feedback on where they are at against an organisation's or generic competencies. The feedback could be derived through participation in a development centre or individual assessments, a 360° Review assessment, or engagement survey.

An individual development plan would be built out from the information gathered in the development centre or assessment and from the 360° Review results. The interplay between the three pieces of information – *what they have demonstrated on the job previously* (Engagement Survey and the 360° Review), *what they are currently capable of* (the simulation exercises) and *what natural preferences they have* that would support the development of each competency (the assessment) – will provide direction as to whether the developmental requirements are best met by courses, further exposure through secondments within or outside of the organisation, coaching and on the job practice, additional duties within their current role, management of weaknesses or other developmental options. The individual development plan would be tailored to each participant, not just tailored development areas but also tailored suggestions for how these are best addressed, based on personality, motivations and the experience of the individual.

Once an individual development plan has been built with each participant we would work with them on a three month coaching programme to implement their plan. Our experienced coaches will meet with the participant and work through the implementation plan, encourage the participant on the implementation of actions, and help them work through any difficulties or roadblocks and refocus as actions are completed.

At the end of the period, a follow up 360° Review can monitor progress and help the participant re-plan for the next step on the leadership journey.

Great leaders are not defined by the absence of weakness, but rather by the presence of clear strengths.

John Zenger

Who we are

John Eatwell (M.A., Chartered Organisational Psychologist, Member of the Institute of Directors and Fellow of the NZ Psychological Society).

John has worked with a number of organisations to define successful leadership and measure Team Leaders through to Executives against these in *Development Centres*, feeding the results and compiling development plans. He has created *Leadership development programmes*, taking individuals from first appointment through the first five years of their leadership journey including induction, transition to management, core leadership and management skills and development of the depth of their knowledge through further study. John runs *Positive Leadership* and *Leaders Coach* courses and supports the implementation of leadership on the job through coaching.



Andrea Gardner (Post Grad Dip, Chartered Organisational Psychologist, Member of the NZ Psychological Society).

Andrea is a seasoned organisational psychologist and human resources practitioner with experience in the public and private sectors. Andrea has particular interest and expertise in the areas of leadership development, culture and engagement, psychometric assessment, staff selection, and HR policy and process. An accomplished facilitator and trainer, Andrea has worked with diverse groups of people in NZ and in far-flung international locations. She adapts her style to suit each industry but has a particular affinity for local and central government, manufacturing and professional services. Andrea is engaging, creative and down to earth. She prides herself on her ability to design and deliver workable, effective and original solutions to organisational challenges.

Tara Longley (Post Grad Dip, Chartered Organisational Psychologist; Member of the NZ Psychological Society).

Tara is a seasoned Organisational Psychologist and Human Resources Practitioner with experience in the public and private sectors. With more than 15 years' experience Tara has particular interest and expertise in the areas of assessment & development, selection & graduate recruitment, culture & engagement, and change management. Tara has extensive knowledge of psychometric testing and assessment centres for the purposes of selection and development. Tara has worked as a HR Project Manager and People Capability Manager for Airways New Zealand, a Principal HR and Recruitment Consultant for Hudson Human Resource Capital and also as the HR Manager for DHL in the Middle East.



simply | **better**

The work we do has its roots in positive psychology. The tools and techniques that have been developed from this research are simple to come to grips with and resonate strongly with managers and staff. Despite being simple, they are well-researched and have substantial empirical backing showing impact on engagement, innovation, collaboration, happiness, resilience and individual wellbeing.

Put simply, our focus is on making things better. Our approach to working with individuals and organisations has demonstrable and positive impacts on the way things work - making people more effective in their leadership, and organisations more innovative, customer focused, safer and productive. We relish the opportunity to see people and organisations develop to their full potential.



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www.strategicpeoplegroup.nz

info@spgroup.nz

0508 787 284