

Name:

“What we have done in the past is definitely, definitely, definitely,
not good enough for the future.” Dr Ian Robertson, BMW

Part 1

Exploration Areas

You are likely to observe people and business needs in all areas listed below.

Specific attention has been identified and should be considered in all areas in **bold**. See next page.

P	People Needs: Aligning leadership, team and individual development to business needs	Y
1	Leadership capability to make change happen as successful change agents	
2	Supporting the drive for growth and competitive advantage	
3	High performance teams	
4	People skills and talent management	
5	Employee engagement and motivation	
6	Retaining and attracting new talent	
7	Senior management succession planning	
B	Business Needs: Meeting challenges of loyalty, generational relationships, trust and restructuring	Y
1	Building organisation-wide leadership capability	
2	Improving the effectiveness of management teams	
3	Increasing discretionary effort and performance	
4	Achieving cultural change	
5	Embracing the speed of change	
6	Accessing and implementing new ideas	
7	Addressing new technology	
8	Managing restructures, growth and costs	
9	Driving Employee Engagement and Performance	
10	Developing a total reward and recognition strategy	
11	Developing the best possible Employee Value Proposition	
12	Wellbeing, mental health, productivity and engagement	
13	Opportunities and challenges the workforce e.g. millennials	
14	Addressing the challenges of a mobile/remote workforce	
15	Talent management and how technology can help	
16	Harnessing social media for talent acquisition and employee engagement	
17	Collaboration with other silos – e.g. Commercial	
18	Simplification - what we could do less of	

e.g.	<p>Questions from the People and Business Needs</p> <p>Questions and answers may be added as you progress through the programme. You may add questions independently or through discussion with your manager.</p> <p>The aim of these questions is to be reminded of critical areas that you believe should be addressed to achieve our vision and your development as a future leader of COMPANY. You will think about where we are now and where we should be headed, and then observe how managers at other organisations approach their challenges and opportunities towards change and improvement that would support your plans for change.</p> <p>I keep six honest serving men, they taught me all I knew, Their names are What and Why and When, and How and Where and Who Rudyard Kipling</p>
P1	<p>How would your organisation benefit from increased leadership/management/coaching capability?</p> <p>Your initial thoughts and questions to consider</p> <p>Type and save as required</p> <p>Observations at other organisations</p> <p>Amendments to your thinking and ideas to consider, way forward and recommendations</p>
P2	<p>Supporting the drive for growth and competitive advantage – how?</p> <p>Initial thoughts and questions</p> <p>Observations</p> <p>Way forward and recommendations</p>
P3	<p>High performance teams</p> <p>Initial thoughts and questions</p> <p>Observations</p> <p>Way forward and recommendations</p>
P4	<p>People skills and talent management</p> <p>Initial thoughts and questions</p> <p>Observations</p> <p>Way forward and recommendations</p>
P5	<p>Employee engagement and motivation</p> <p>Initial thoughts and questions</p> <p>Observations</p> <p>Way forward and recommendations</p>

P6	Retaining and attracting new talent Initial thoughts and questions Observations Way forward and recommendations
P7	Senior management succession planning Initial thoughts and questions Observations Way forward and recommendations
B1	Building organisation-wide leadership capability Initial thoughts and questions Observations Way forward and recommendations
B2	Improving the effectiveness of management teams Initial thoughts and questions Observations Way forward and recommendations
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B4	Achieving cultural change Initial thoughts and questions Observations Way forward and recommendations
B5	Embracing the speed of change Initial thoughts and questions Observations Way forward and recommendations

B6	Accessing and implementing new ideas Initial thoughts and questions Observations Way forward and recommendations
B7	Addressing new technology Initial thoughts and questions Observations Way forward and recommendations
B8	Managing restructures, growth and costs Initial thoughts and questions Observations Way forward and recommendations
B9	Driving Employee Engagement and Performance Initial thoughts and questions Observations Way forward and recommendations
B10	Developing a total reward and recognition strategy Initial thoughts and questions Observations Way forward and recommendations
B11	Developing the best possible Employee Value Proposition Initial thoughts and questions Observations Way forward and recommendations
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B17	Collaboration with other silos – e.g. Commercial Initial thoughts and questions Observations Way forward and recommendations
B18	Simplification - what we could do less of Initial thoughts and questions Observations Way forward and recommendations

Part 2

Take the Areas and Consider the Current Performance of Your Organisation?

What works well? What needs to change? How would you go about making change happen?

Your Rating - where 5 is the most effective and 1 the least effective	5	4	3	2	1
P1: Leadership capability to make change happen Observations and changes you would like to see Plans to achieve this. Where will this take us (number)?					
P2: Supporting the drive for growth and competitive advantage Observations and changes you would like to see Next Steps and Plans to achieve this. Where will we be then (number)?					
P3: High performance teams Observations and changes you would like to see Next Steps and Plans to achieve this. Where will we be then (number)?					
P4: People skills and talent management Observations and changes you would like to see Next Steps and Plans to achieve this. Where will we be then (number)?					
P5: Employee engagement and motivation Observations and changes you would like to see Plans to achieve this. Where will we be then (number)?					
P6: Retaining and attracting new talent Observations and changes you would like to see Plans to achieve this. Where will we be then (number)?					
P7: Senior management succession planning Observations and changes you would like to see Next Steps and Plans to achieve this. Where will we be then (number)?					

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B1: Building organisation-wide leadership capability Observations and changes you would like to see Plans to achieve this. Where will we be then (number)?					
B2: Improving the effectiveness of management teams Observations and changes you would like to see Plans to achieve this. Where will we be then (number)?					
B3: Increasing discretionary effort and performance Observations and changes you would like to see Plans to achieve this. Where will we be then (number)?					
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B6: Accessing and implementing new ideas Observations and changes you would like to see Plans to achieve this. Where will we be then (number)?					
B7: Addressing new technology Observations and changes you would like to see Plans to achieve this. Where will we be then (number)?					
B8: Managing restructures, growth and costs Observations and changes you would like to see Plans to achieve this. Where will we be then (number)?					
B9: Driving Employee Engagement and Performance Observations and changes you would like to see Plans to achieve this. Where will we be then (number)?					

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B10: Developing a total reward and recognition strategy Observations and changes you would like to see Plans to achieve this. Where will we be then (number)?					
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B17: Collaboration with other silos – e.g. Commercial Observations and changes you would like to see Plans to achieve this. Where will we be then (number)?					
B18: Simplification - what we could do less of Observations and changes you would like to see Plans to achieve this. Where will we be then (number)?					

Part 3

About You and Others (Use in conjunction with DiSC Assessment)

Leadership
<p>1: What different leadership styles have you noticed being used by different types of management, to fulfil the leadership role?</p> <p>Observations</p> <p>What's your style?</p> <p>Are there any areas for you to address? Discuss</p>
<p>2: What have you noticed about their ability to set direction and communicate that to others?</p> <p>Observations</p> <p>What's your style?</p> <p>Are there any areas for you to address?</p>
<p>3: How do they motivate, delegate and empower others?</p> <p>Observations</p> <p>What's your style?</p> <p>Are there any areas for you to address?</p>
<p>4: When observing the role of leadership in their organisation, how does it help teams to achieve organisational goals and objectives? What behaviours do they practice? Are they aligned to their values?</p> <p>Observations</p> <p>What are your behaviours?</p> <p>Are there any areas for you to address?</p>
Coaching & mentoring
<p>1: What potential individual, operational and organisational barriers to using coaching or mentoring have you witnessed? What strategies do you think could be used to overcome these barriers?</p> <p>Observations</p> <p>Discuss and recommend</p>
<p>2: What have you noticed about the knowledge, skills, and behaviour of an effective coach or mentor? How do they use these to positive effect in the organisation, or how can they be improved?</p> <p>Observations of application</p> <p>Discuss and recommend</p>

3: From what you have observed, why are effective communication skills so crucial to coaching or mentoring?

Observations

Discuss and recommend

4: What conclusions have you drawn from observing the necessity of exploring the expectations and boundaries of a coaching or mentoring programme with all stakeholders?

Observations

Discuss and recommend

5: How could you apply to your organisation the model or process they use to formally coach or mentor?

Observations

Discuss and recommend

6: What have you noticed about the supervision of coaches and mentors in practice?

Observations

Discuss and recommend

7: What have you observed on the benefits of evaluating coaching or mentoring?

Observations

Discuss and recommend

Innovation, change and project management

1: What have you noticed about the importance of managing change within the organisation?

Observations at other organisations

What do we do? Discuss and recommend

2: What opportunities for innovation and improvement in the organisation did you notice?

Observations

Discuss and recommend

3: What techniques have you witnessed which could generate innovative options to deliver improvements identified?

Observations

Discuss and recommend

4: What did you observe over the usefulness of project management tools and techniques for managing a project?

Observations

Discuss and recommend

5: From your observations, how could you plan the implementation of a project for more successful outcomes?

Observations

Discuss and recommend

6: What did you notice on how they communicate the project plans with appropriate colleagues and stakeholders, gaining agreement where necessary?

Observations

Discuss and recommend

7: If you were to implement a project plan, what have you noticed that would help you to do this and how you would monitor progress against agreed targets?

Observations

Discuss and recommend

8: How do they use feedback from others to critically evaluate their ability to plan and implement a project, and identify strengths and weaknesses?

Observations

Discuss and recommend

9: How do they emphasise the importance of innovation within their organisation?

Observations

Discuss and recommend

10: What self-development plans to improve performance in managing projects have you noticed?

Observations

Discuss and recommend

11: How do they emphasise the importance of innovation within their organisation?

Observations

Discuss and recommend

12: How do they emphasise the importance of managing change within their organisation?

Observations

Discuss and recommend

13: How do they assess opportunities for innovation and improvement in their organisation?

Observations

Discuss and recommend

14: What techniques are used to generate innovative options to deliver the improvements identified?

Observations

Discuss and recommend

15: How do they evaluate the options for generating the proposed improvement to determine feasibility and viability?

Observations

Discuss and recommend

16: How do they create a change management plan that is designed to meet stakeholders' expectations?

Observations

Discuss and recommend

17: How do they implement the change management plan to monitor progress against agreed targets?

Observations

Discuss and recommend

Add as required:

Observations

Discuss and recommend

Performance, style, feedback, improvement, best practice

1: How do they assess the effectiveness of their own organisation in measuring team performance against organisational goals and objectives?

Observations

Discuss and recommend

2: What do they do to critically review their own ability to develop and lead teams to achieve organisational goals and objectives?

Observations

Discuss and recommend

3: What have you noticed they do to implement changes to their own leadership styles, to more effectively develop and lead teams?

Observations

Discuss and recommend

4: What do they do to collect and analyse feedback on their own managerial performance?

Observations

Discuss and recommend

5: How do they critically evaluate their management performance with reference to significant management theories or models and schools or trends in management thinking?

Observations

Discuss and recommend

6: What do they do to identify strengths in their management practice?

Observations

Discuss and recommend

7: What have you noticed on how they prepare an action plan to address areas for improvement?

Observations

Discuss and recommend

8: How do they critically review an influential theory or model of best practice widely used by managers and leaders that is relevant to their role?

Observations

Discuss and recommend

9: What research is undertaken that is relevant to their role to inform their management and leadership practice?

Observations

Discuss and recommend

Add as required:

Observations

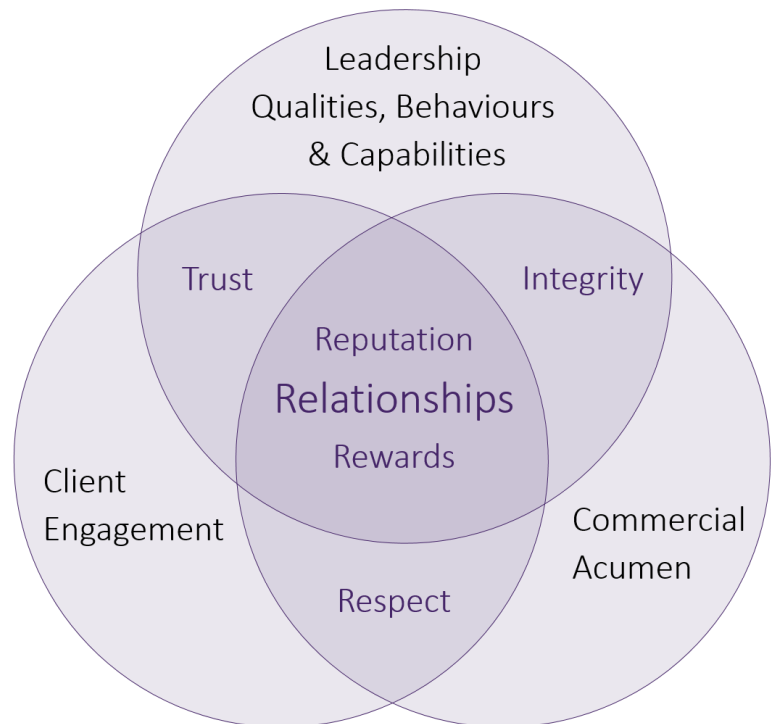
Discuss and recommend

Part 4

Engaging for Success: Relationships are Key

Gaining Competitive Advantage

- Attracting New Clients?
- Keeping Existing Clients?
- New Products and/or Services
- Finding the Edge
- Our Unique Attraction
- Marketing in The Digital Space?
- Sales Strategy and Implementation
- Marketing Pillars for Success
- Networking Opportunities
- Client Relationship Management
- Engaging Our Customers
- Collaborating for Success
- Innovation and Invention
- Protecting Our Reputation



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1: Attracting New Clients?

Observations elsewhere

Discuss and recommend

2: Keeping Existing Clients?

Observations elsewhere

Discuss and recommend

3: New Products and/or Services

Observations elsewhere

Discuss and recommend

4: Finding the Edge – what does this mean to us?

Observations elsewhere

Discuss and recommend

5: Our Unique Attraction – why us?

Observations elsewhere

Discuss and recommend

<p>6: Marketing in the Digital Space? How important? What are we doing about it?</p> <p>Observations elsewhere</p> <p>Discuss and recommend</p>
<p>7: Sales Strategy and Implementation (SMART)</p> <p>Observations</p> <p>Discuss and recommend</p>
<p>8: Marketing Pillars for Success (Markets, Spread)</p> <p>Observations</p> <p>Discuss and recommend</p>
<p>9: Networking Opportunities and Practice?</p> <p>Observations</p> <p>Discuss and recommend</p>
<p>10: Client Relationship Management – what does this look like? How do we know it's working?</p> <p>Observations</p> <p>Discuss and recommend</p>
<p>11: Engaging Our Customers – what does this look like? How do we do this?</p> <p>Observations</p> <p>Discuss and recommend</p>
<p>12: Collaborating for Success – what does this look like? How do we do this? Breaking down silos?</p> <p>Observations</p> <p>Discuss and recommend</p>
<p>13: Innovation and Invention – How do we encourage more?</p> <p>Observations</p> <p>Discuss and recommend</p>
<p>14: Protecting our Reputation – What is it? Can we enhance it? Do we need to re-position? What? By when?</p> <p>Observations</p> <p>Discuss and recommend</p>
<p>Other areas:</p>