



# Inspiring Leadership Development



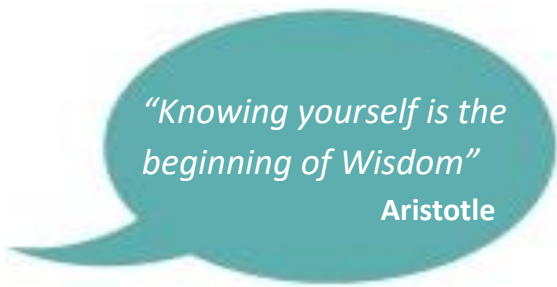
## Introduction

At Inspiring, we truly believe that before embarking on any Leadership & Management development, you need to gain a good understanding of the strengths and development areas of your managers. These are the people who are trusted with the responsibility for the performance and results of your staff and the Teams they work in. To enable them to carry out this role effectively, they not only need to possess the knowledge and skills required as Managers, but will need the ability to be inspirational and motivational as Leaders.

You may already have developed your own opinion of what you think the strengths and development areas of your leadership team are, but far too often Inspiring has seen cases of where the wrong development has been delivered to the wrong people at the wrong time. The result of this is wasted investment by organisations that can't (or won't) measure the impact of the development activity and demotivated staff, who are left wondering what the point of it all was.

By understanding the development needs of Leaders and Managers at the very start, and knowing how those align with both your Leadership Strategy and Employee Engagement Strategy, you are creating a positive and effective approach to their development that will generate positive outcomes and impact which will outweigh your investment.

This might sound like a daunting task, but Inspiring offer a step by step approach which allows you to be in control at every stage of the development programme. Most importantly it enables us to provide you with an evaluation of the impact of your development activities, whether it's for a group of Leaders and Managers or an individual.



*“Knowing yourself is the beginning of Wisdom”*

Aristotle

When considering Leadership & Management development thought must be given to these questions:

- Do you have a clear understanding of the current issues that prevail?
- How current are your Leadership and Employee Engagement Strategies?
- What are the desired outcomes and what impact are you looking to achieve?
- What is the level of development, e.g. Supervisor, Middle Management, Senior Management?
- What investment is available?

Inspiring will help you to work through the answers to these questions before embarking on Phase 1 of the development programme, which is a diagnostic against the **Inspiring Leadership Framework**.

# Diagnostic - Inspiring Leadership Framework

Leadership is different from Management and requires different skills. Inspiring's Leadership Framework differentiates between the key leadership skills and behaviours from management practices.

The **Inspiring Leadership Framework** assesses the behaviours and skills of those people who are being considered for development. It provides a valuable insight into how they are delivering on their responsibilities as leaders of people.

**At the centre of the Framework are four key elements that measure how your Leaders:**



Evidence against these four elements is gained through an on-line Index requesting the views of key stakeholders to each individual Leader. Stakeholders will include: their Line Manager, the people they line manage, peers and colleagues and most importantly themselves.

The outcomes from the Index are two-fold:

- 1** A Report for each individual Leader which highlights strengths and development areas as a Leader. This is further supported by a face to face feedback session.
- 2** A Corporate Report which highlights strengths and development areas of the whole team who have undertaken the process. This is further supported with a feedback session with the Senior Executive.

On completion of the diagnostic, you will have formed a clear picture of each individual Leader's development needs, as well as gaining understanding of how this looks from a corporate perspective.

The stage is now set to plan future support and development activities.

## Development Phase

As development needs are now understood, you can proceed with planning and agreeing the development activities, delivery and investment. Ensuring the development is at the right level for the Leaders and Managers is crucial. Providing development at a level which is too low will result in a loss of interest very quickly. On the other hand, if the level is too high then people simply won't be able to keep up.

Inspiring is a Chartered Management Institute Centre for Leadership & Management (CMI). All of our development activities, whether or not the option of formal certification is taken, is in line with the CMI development structure.

There are three levels of development:

### Senior Managers

Designed for 'managers' who have the authority and personal inspiration to translate strategy into effective operational performance. Requires 'managers' to build on their strategic management and leadership skills and to focus on the requirements of implementing the organisations strategy.

### Middle Managers

Development of personal management capabilities, make effective use of information in decision-making, operations and the development of the skills in managing people.

### First Line Leaders/Supervisors

Designed for 'managers' who have operational responsibility for a defined area of activity. Gives junior 'managers' the communication and motivational skills to help improve operational efficiency.



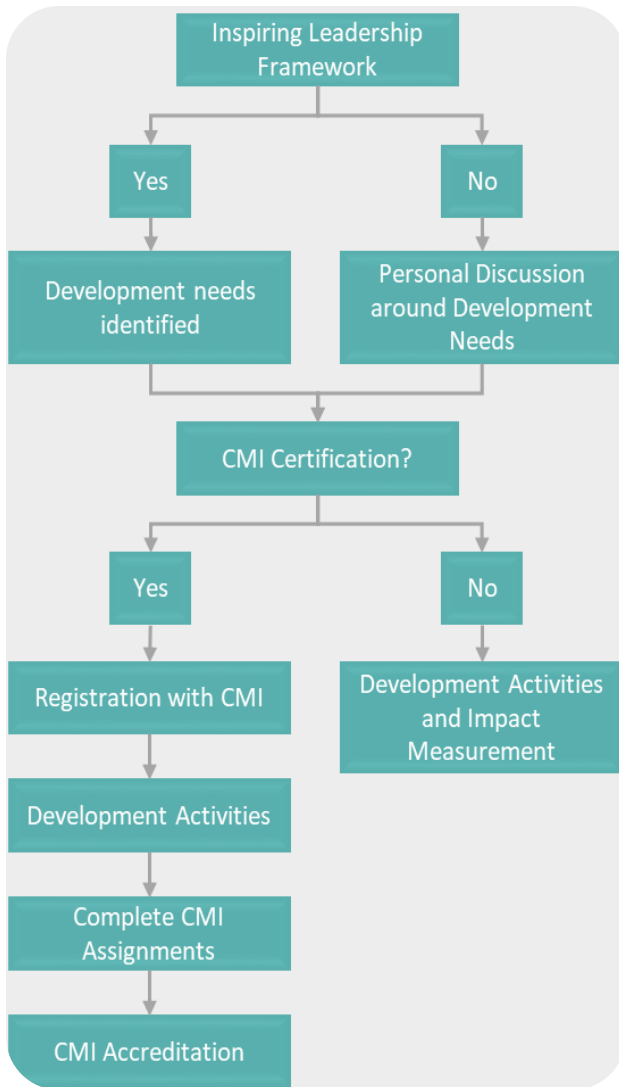
Inspiring will guide you to make sure the right level of development is identified to meet the needs of your candidates, as well as ensuring it's in line with your desired outcomes of the activities and investment.

The following list gives just a few examples of the types of development areas available:

- Being A Leader
- Personal Development as a leader and Manager
- Leadership in Practice
- Managing Team & Individual Performance
- Managing Recruitment Selection & Induction

The following flowcharts are intended to give a guide for the routes to consider for development activities, whether your approach is from an individual entrant or from a team perspective. However Inspiring understands that one size does not fit all and we do work with you to ensure the programmes we deliver meet your needs.

## Individual Entrant



## Corporate Entrant



## Impact Measurement

How will you know that the investment you are making will make a difference?

Immediately after each development activity, candidates will be able to take what they have learnt straight back into the workplace and put their new found knowledge and behaviours into practice. Inspiring will challenge individuals on what they have learnt after each activity and help them to realise what they should do differently as a result of the development. Then at the next activity we will want to know: did it work and what differences have you and/or they observed.

For those who undertake CMI qualifications as well as the immediate changes, completing the CMI Units will further develop knowledge and behaviours, which again will be measured for impact.

### Contact us...

For more information about Inspiring's Leadership Development programmes and CMI qualifications, get in touch on:

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