



Leadership Consortium Proposal version 1.4

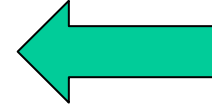
February 27st 2005

Agenda

- How we got here: defining the challenge
- A new way of thinking about leadership
- What the consortium does
- Where the value lies
- Who we are

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- **How we got here: defining the challenge**



- A new way of thinking about leadership
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We started by asking leaders what makes a good leader

- Baroness Amos, Leader House of Lords
- Paola Arbour, EDS EMEA
- Alastair Ballantyne, Morgan Stanley
- Prof. David Begg, Imperial
- Sonia Blandford, CCCUC
- Graham Brady MP, Conservative
- Dominic Casserly, McKinsey
- Humphrey Cobbold, Trinity Mirror
- Steve Crawshaw, Human Rights Watch
- David Gold, Prospect Us
- David Gregson, Phoenix Private Equity
- Des Gunawardene, Conran
- David Hanson, Teaching Awards Trust
- John Hempsey, Moneygram
- Martina King, Yhahoo!
- Nick Kitchen, Unilever
- Max Landsberg, Hiedrick & Struggles
- Penny Lawrence, VSO
- John May, Career Academy Foundation
- Dame Judith Mayhew, Kings Cantab
- Rajeev Molares-Singh, Monitor
- David Morley, Allen & Overy
- Jeremy Newsum, Grosvenor Estates
- Prof. Nigel Nicholson, LBS
- Dame Mary Richardson, HSBC
- Anthony Salz, Freshfileds
- Ralph Taberrer, TTA
- Phil Willis MP, Liberal Democrats

We also surveyed over 700 leaders at all levels in all sectors

We found the perfect leader looked like this

- Creative and disciplined
- Visionary and detailed
- Motivational and commanding
- Directing and empowering
- Ambitious and humble
- Reliable and risk taking
- Intuitive and logical
- Intellectual and emotional
- Coaching and controlling

We began to suspect we had asked the wrong question.....

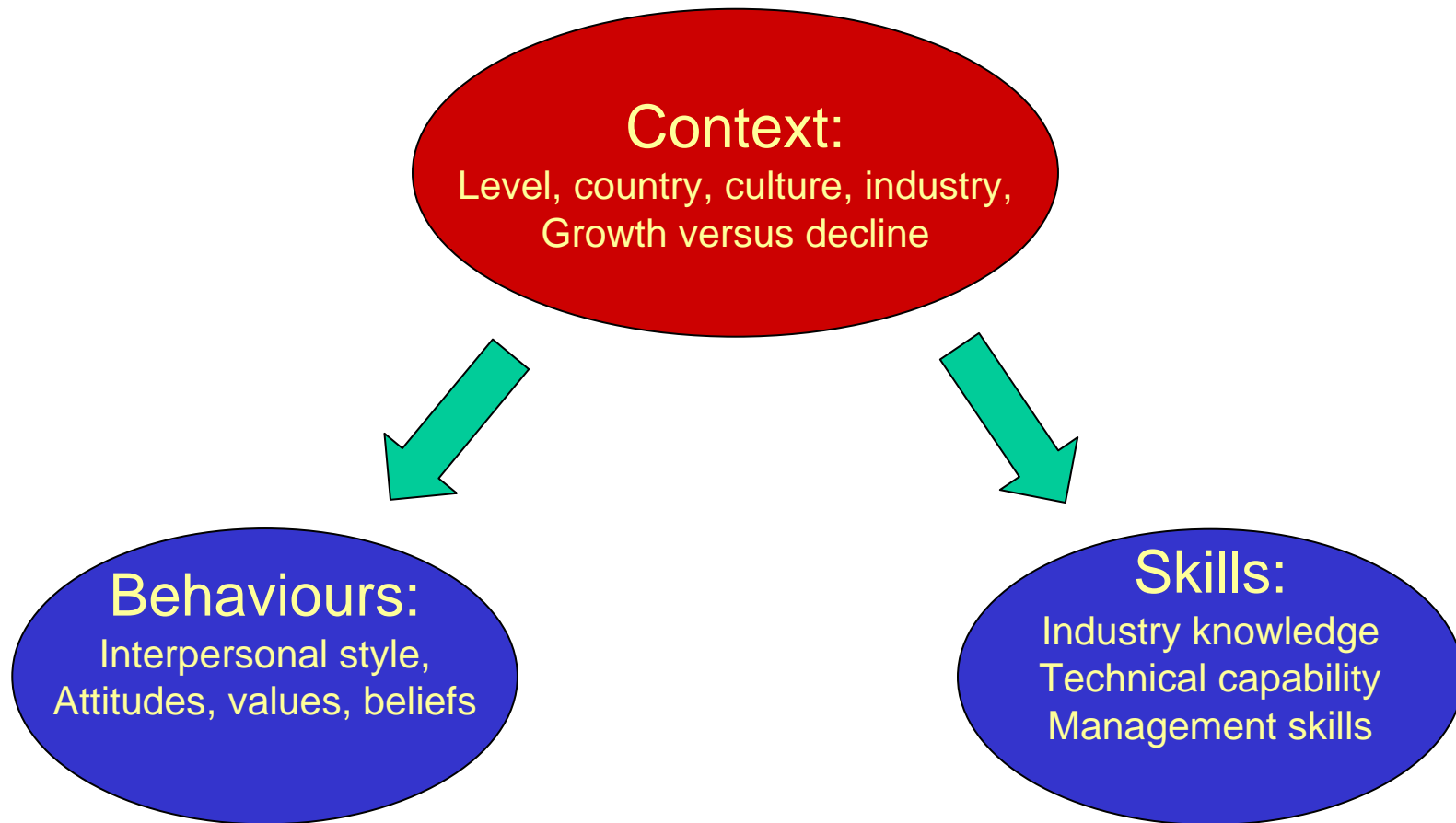
We found the rules of success change at each level

Recent Graduate	Senior Manager
Adaptability	Ability to motivate others
Self-confidence	Vision
Proactivity	Honesty and integrity
Reliability	Decisiveness
Ambition	Ability to handle crises

N = 688

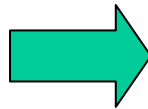
Source: Teach First Survey Results, Monitor Group Analysis

The more we looked, the more we found leadership depended on context



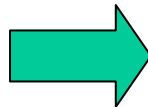
We found old and new ways of thinking about leadership

- Destination



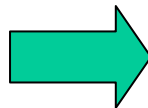
- Journey

- One style



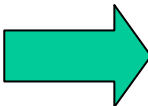
- Many ways to succeed

- Universal



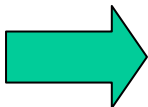
- Contextual

- Inspiration/charisma



- Skills and behaviours

- Heroic individual



- Team


Finally, we figured out what the question should be

- What is leadership? ✗

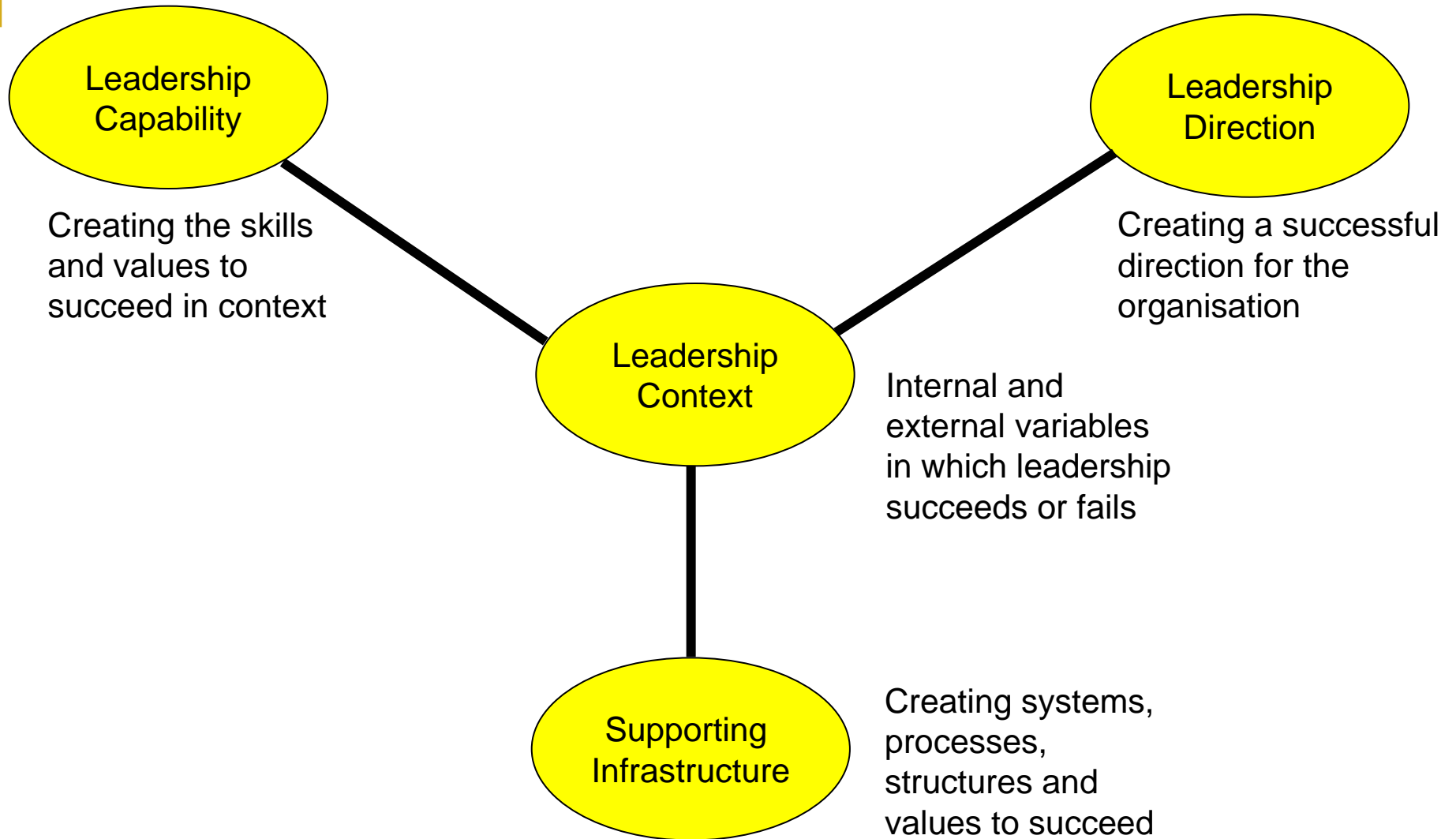
- How can you learn leadership? ✓

From this, we created the L2L2L programme: Learning to Learn to Lead

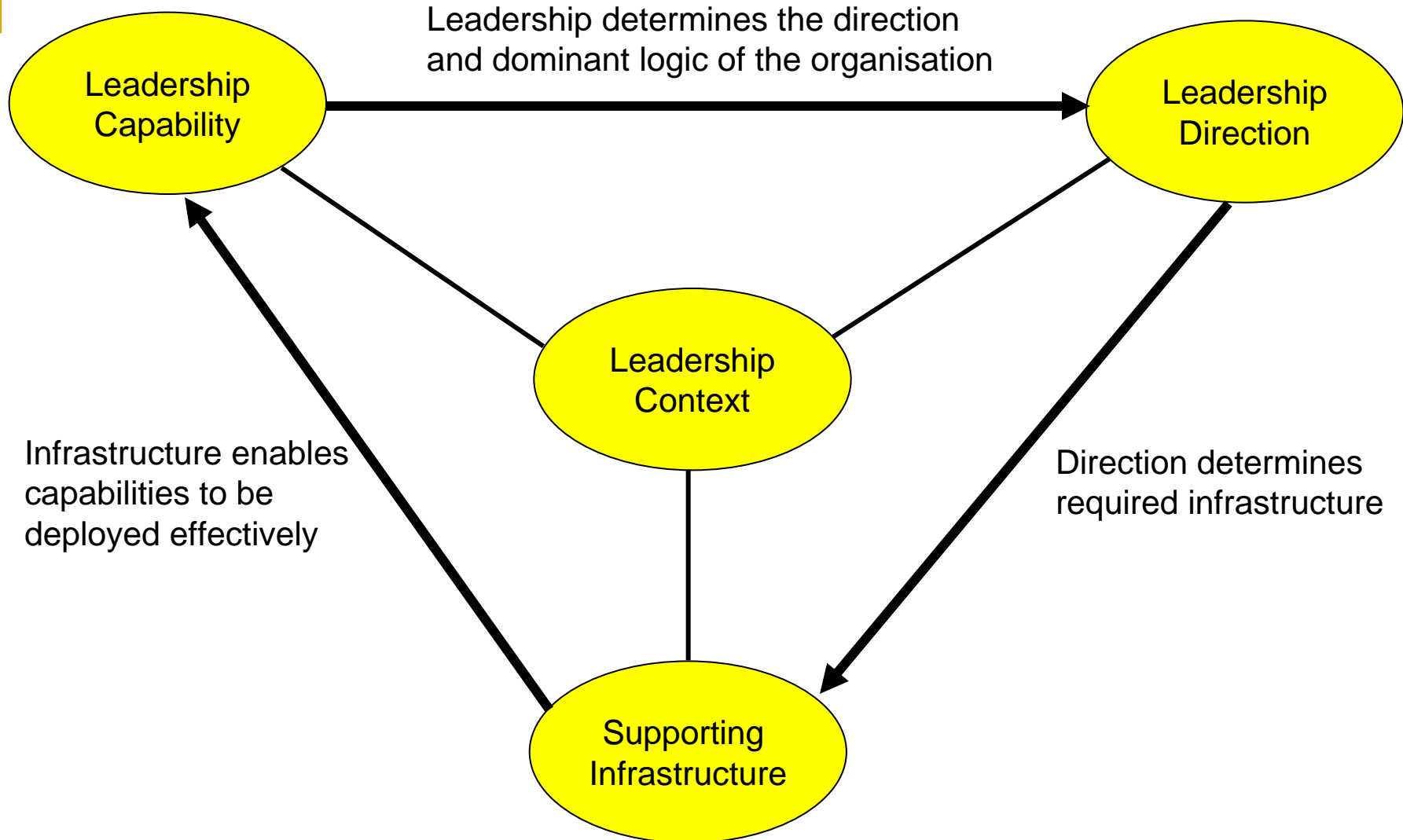
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- **A new way of thinking about leadership** 
- What the consortium does
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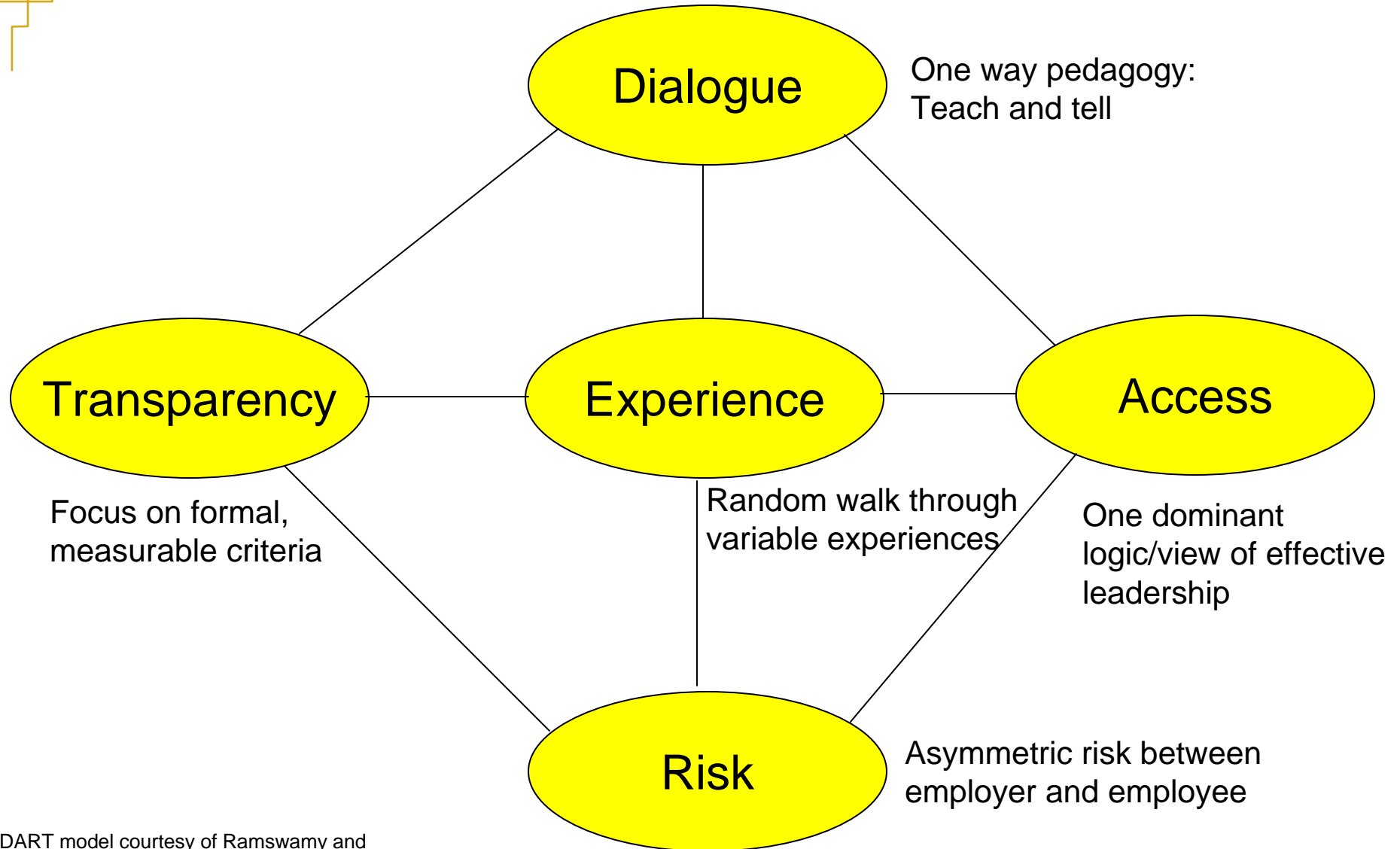
Leadership only succeeds in context



Capability, direction and infrastructure influence each other and affect context

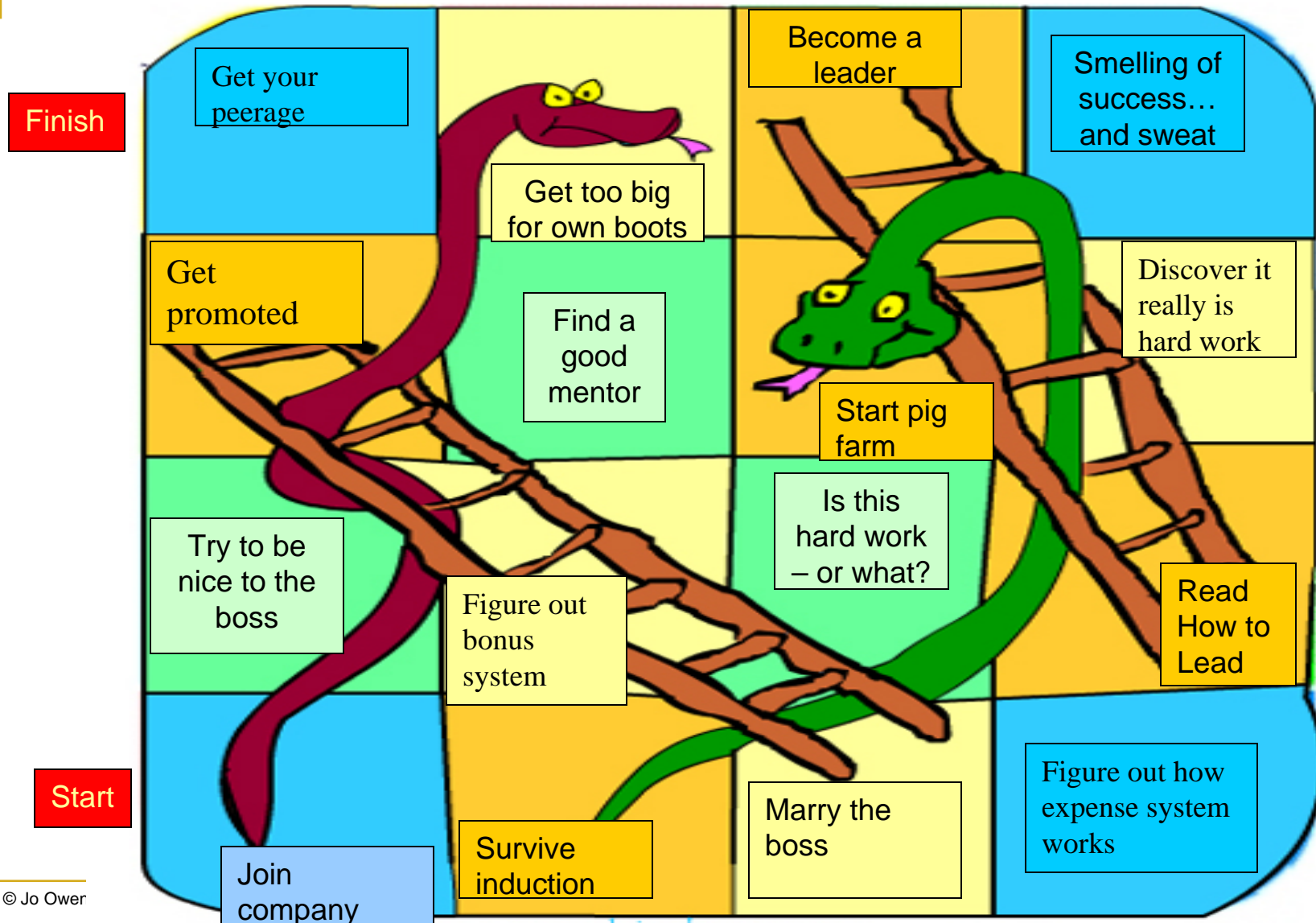


Traditional ways of thinking about building leadership capability*



* DART model courtesy of Ramswamy and Prahalad: The Future of Competition

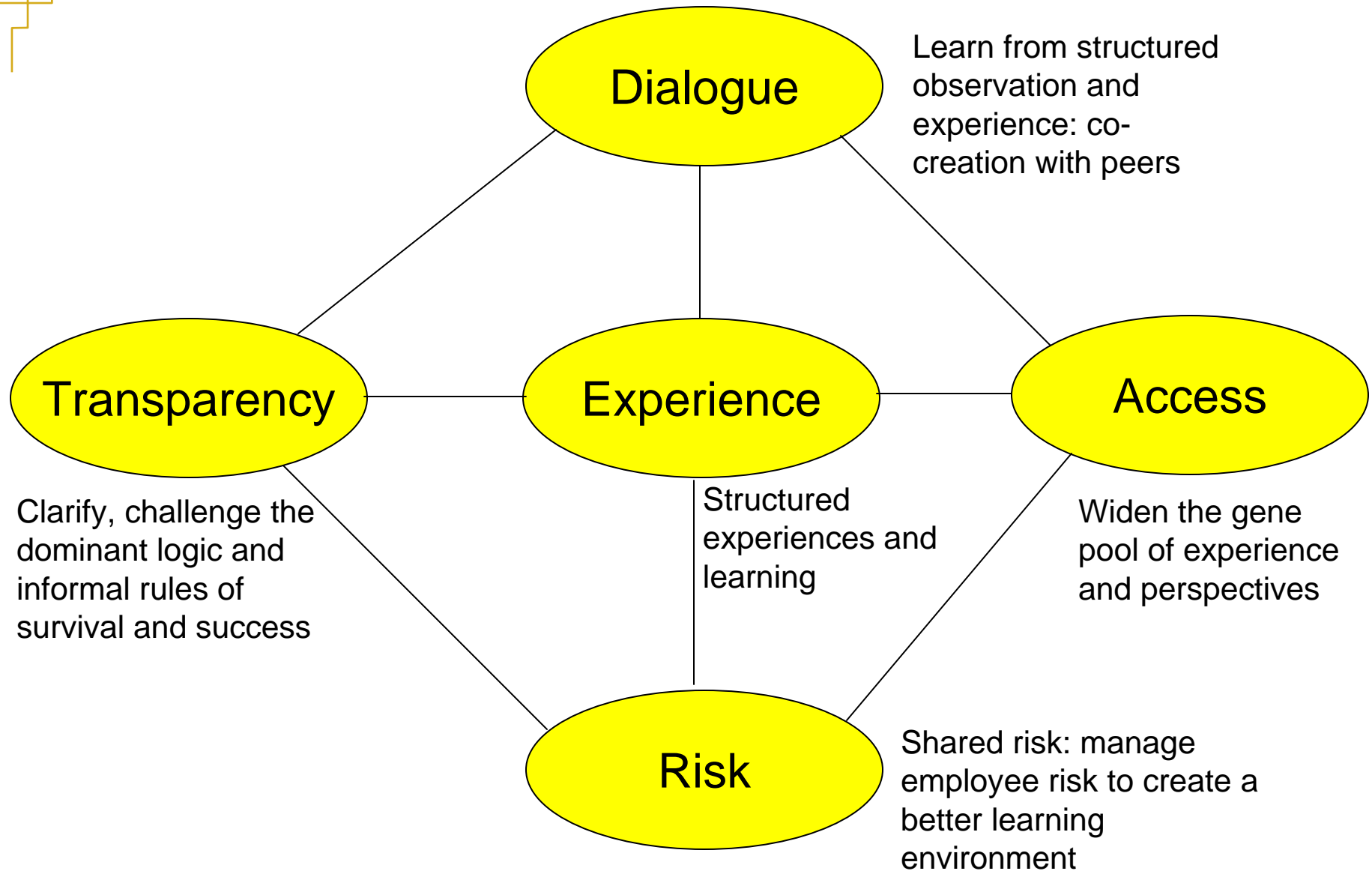
The leadership journey is often a random walk of snakes and ladders



How leaders do learn and can learn: the challenge and the mission

- Leaders normally learn from the random walk
 - Stealing leadership DNA from role models, peers, bosses to create their own unique DNA which is refined and tested through experience
 - Get the right role models and experience = high road to success
 - Get the wrong role models and experience = low road to foothills of management
- None of the leaders we interviewed had learned from books or courses
- We saw a strong need to create a more structured way of helping current and existing leaders discover what works for them in their context
 - Process of structured observation and discovery, not a random walk
 - Personal discovery, not teaching
 - Focus on what works in context, not in theory

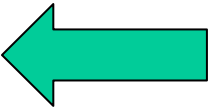
New ways of thinking about building leadership capability



Old and new ways of building leadership capability compared

	Traditional ways	New ways
Dialogue	Formal pedagogy Informal apprenticeship One way: teach and tell	Learn from structured observation and experience with peers: co-creation versus teach and tell
Access	Single/universal dominant logic of effective leadership internally.	Broaden the gene pool of experiences and perspectives
Risk	Asymmetric risk: Junior leaders shoulder risk; CEOs transfer risk to shareholders	Shared risk: manage employee risk to create a better learning environment
Transparency	Focus on formal and measurable criteria	Clarify, challenge the dominant logic and informal rules of survival and success

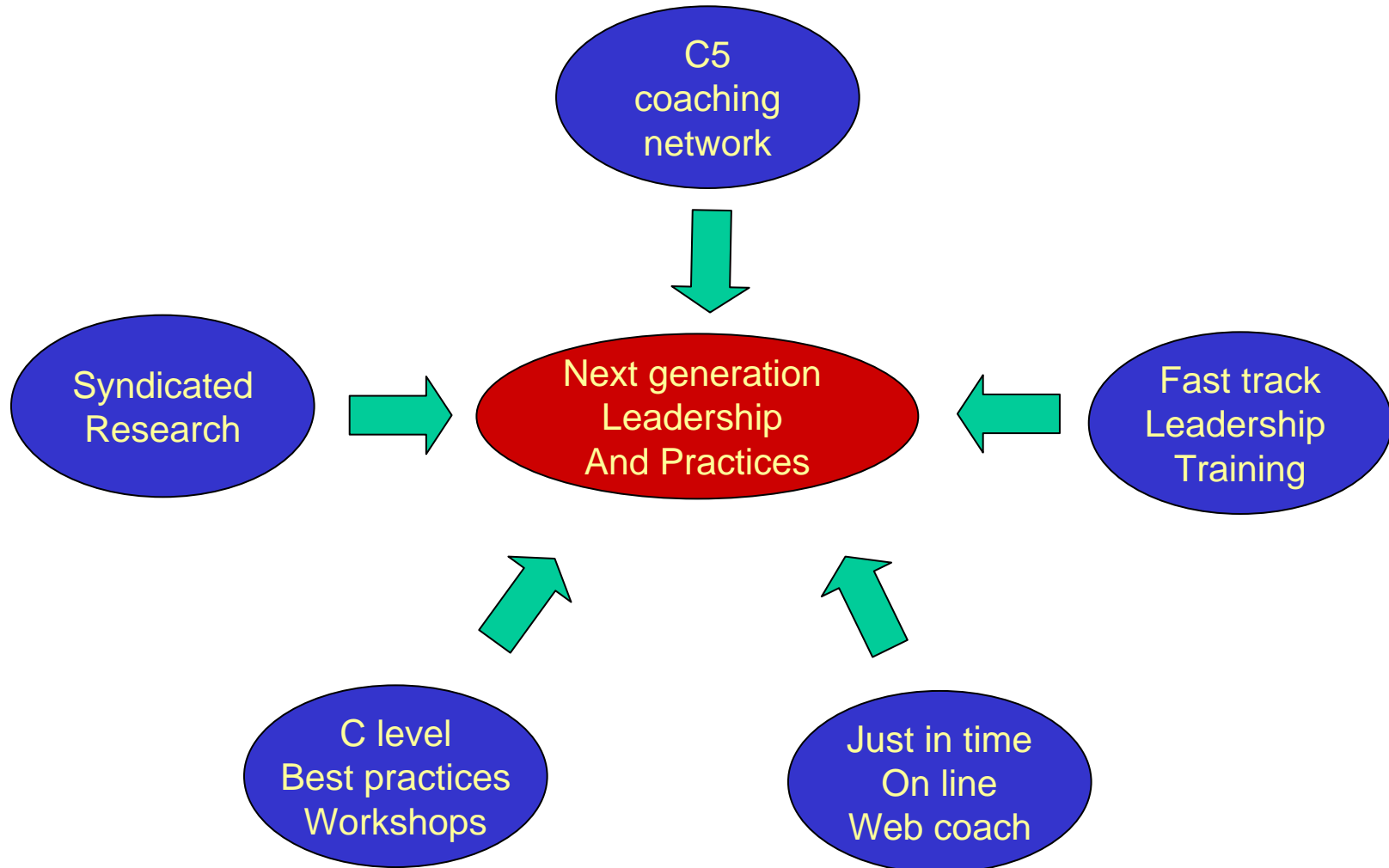
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The consortium helps current and existing leaders discover what works for them in their context

- Process of structured observation and discovery, not a random walk
- Personal discovery, not teaching
- Focus on what works in context, not in theory
- Shapes capability when it can be shaped: not just at top level

What the leadership consortium delivers



The leadership consortium delivers five outcomes

- Fast track leadership development programme for fifty current and high potential leaders within each member organisation
- Just in time leadership skills web coach
 - Collective best practices from consortium leaders on 36 core skills
 - Each skill supported by five 60 second video vignettes recalling where the skill has been deployed well or less well in practice
 - Each skill supported by a 60 second “textbook” answer of what best practice should look like
- C5: the cross company coaching consortium capability.
 - Service to match coaches and coachees across members
 - Training and certification provided
- Leading edge syndicated research on core issues for leaders
 - Undertaken with leading faculty who can bring fresh perspectives
- Best practice workshops for C-level executives
 - Enable leaders to share experience, identify alternative perspectives on common challenges, strengthen their personal skills.

How the fast track leadership programme works

- Session One
 - Introduction to the principles of leadership and L2L2L
 - Give homework on structured observation around key skills in action
 - Individual leadership self- assessment
- Session Two
 - Record video vignettes on the key skills in action
 - Masterclass in two of the most challenging skills identified by the group
 - Homework for round two of key skills structure observation
- Session three
 - Review video vignettes; record round two of video vignettes
 - Masterclass in one key skills area
 - Establish L2L2L programme and learning logs

The fast track programme takes a skills based approach to leadership.

- Understand where you are;
 - Understand yourself, understand others, understand your context
- Observe and develop core leadership skills
 - Delegating, motivating, selling, coaching, directing, conflict management, negative feedback, managing adversity, networking, etiquette, change.
- Practice and develop core technical skills
 - Reading, writing, presenting, listening, doing numbers, holding and attending meetings, time management.
- Prepare top skills
 - Creating and communicating a vision, building the top team, managing the board and external stakeholders, creating the right values, leaving a legacy.

Just in time web coach

- Provide practicing leaders with an on-line just in time resource to provide help and insight on challenges they face.
- Web coach structured around 36 core skills leaders need.
 - Eg: giving negative feedback, handling conflict, effective presentations.
- Each skill will be populated by practice and theory:
 - Five one minute video vignettes of other leaders recounting how they saw the skill being deployed well or less well
 - A one minute video vignette giving the “correct/theoretical” answer to provide a framework for understanding the skill
- Enable leaders to find alternative approaches, build new skills when they face unknown or difficult challenges.

Next generation leaders programme

■ Goals

- Identify the effective leadership skills and behaviours which are relevant in participant's current context
- Enable individuals to identify their signature strengths and their road map to the future
- Enable the group to identify and develop skills in some of the areas which they collectively find most challenging
- Enable participants to continue to learn effective leadership skills in their changing contexts in years to come: L2L2L (Learning to Learn to Lead)

■ Specific outputs

- DVD which reflects the collective leadership knowledge, wisdom and experience of the group on what works in their context.
- Personal leadership learning logs for each individual

C5: the cross company coaching consortium capability

- Giving and receiving coaching is a core leadership need
 - Leaders need a low risk high quality environment in which to build their coaching skills: they need to find coachees.
 - Leaders need to have access to high quality, committed coaches who have practical skills and experience
 - Organisations need to build their internal coaching capabilities rather than rely on an increasing and expensive army of external coaches
- C5 creates a market place (eBay of coaching) to match coaches and coachees in the consortium.
 - Profiling of both sides will be used to maximise the chances of a good match
- Potential coaches can elect for basic training and certification
 - Certification and coachee feedback will be used to maintain quality control

Syndicated research will address key issues of interest to members and will keep them at the leading edge of thinking and practice.

- Builds on existing original research
 - Interviews, surveys with over 700 leaders at all levels
 - Results summarised in book “How To Lead”: 50 copies for each member.
 - Key interviews summarised in leadership DVD
- Research in conjunction with leading faculty:
 - Venkat Ramaswamy, Michigan Experience Client Co-Creation
 - Dr. Nick Baylis, leader of Positive Psychology, Cambridge University
 - Prof. Nigel Nicholson, Head of the OD group at London Business School
 - Prof Nandani Lynton, Leader of China group at Thunderbird
 - Prof. Geoffrey Longfellow Chulalongkorn University, Thailand
- Current research topics
 - Positive leadership: linking personal behaviours and fulfilment to professional behaviours and effectiveness.
 - Learning leadership: understanding better how emerging leaders learn and can be helped to learn better.

Further potential syndicated research for consortium members

- Learning leadership from alternative perspectives
 - Tribal leadership (research in progress)
 - Leadership across sectors: public, private, not for profit
 - Exemplary leadership: armed forces, teachers, explorers, sports.
- Leading across countries and cultures
 - Focus on how the same skills are deployed in different contexts
- Leadership of the board
- Effective succession planning
 - Identifying, selecting and grooming successors
- Leading in growth versus stability versus decline
- Leading in crisis and conflict
- Leading across different stakeholder groups
 - Working with investors, banks, regulators, media, campaigners, staff.


Leadership Consortium CSR: doing well by doing good

- The consortium is based on the principle that leaders learn from role models, different perspectives and experiences not from theory.
- Not for profits bring a valuable fresh perspective on leadership
 - Leading with limited resources
 - Leading with unlimited ambition and need
 - Leading multiple, conflicting stakeholders
- Not for profits lack access to high quality Leadership and Management development and renewal.
 - Both sides benefit from working together in the leadership consortium
- The consortium will be asked to nominate three not for profit organisations to become pro-bono members
- Teach First is a first pro-bono member of the consortium
 - Set up to help top graduates become teachers of today and leaders of tomorrow: strong leadership basis
 - Leadership programme and research originated from pro bone work for Teach First (www.teachfirst.org.uk)

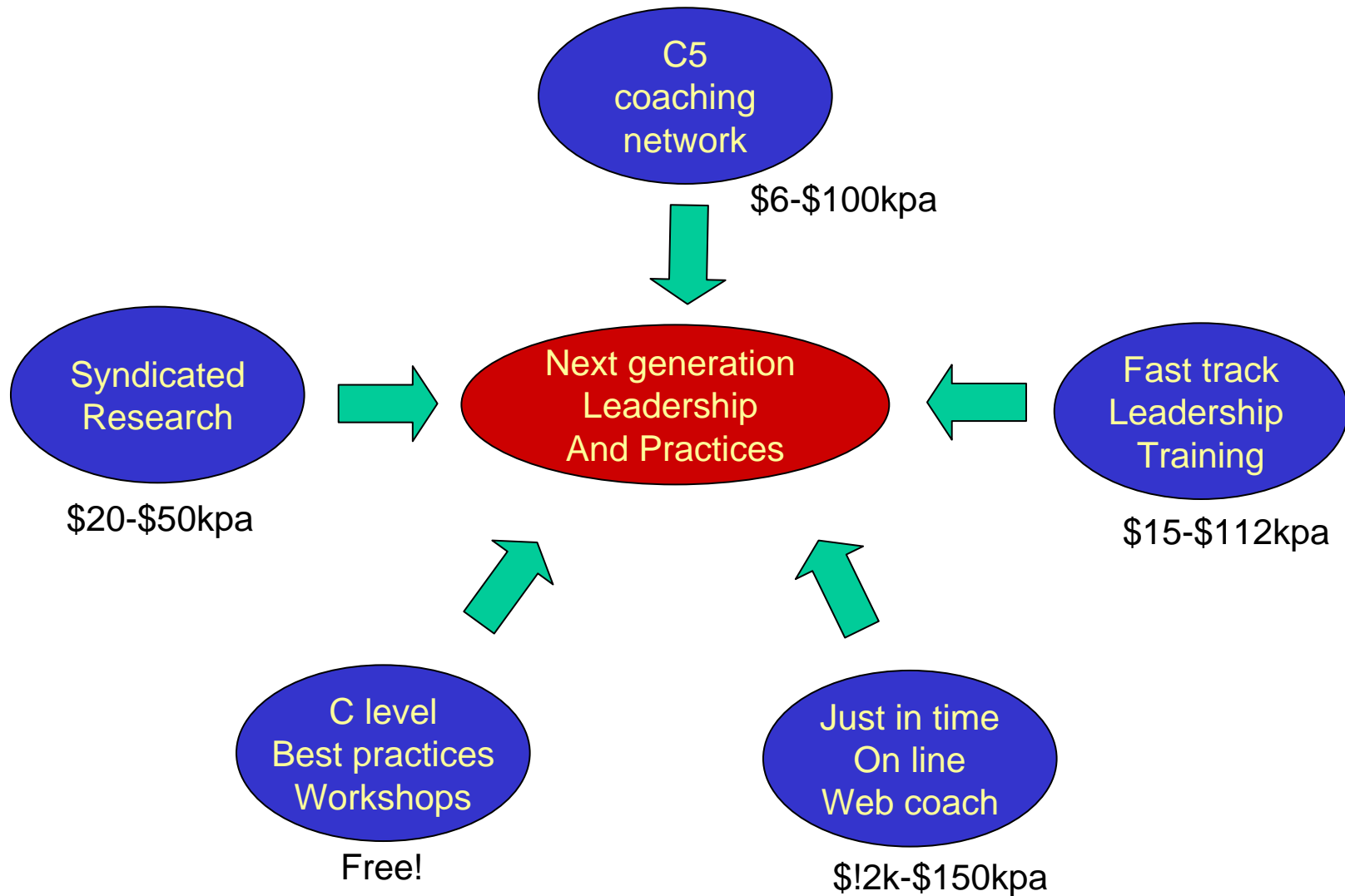
Expectations and benefits for consortium members

- Participate fully in core activities of the consortium
 - Research programme
 - Coaching programme: providing potential 50 coaches and coachees
 - Contribution to on line web coach
 - Attend quarterly governance meetings, by phone if necessary.
 - Contribute core US\$75k pa membership fee
- Consortium members will receive as part of their subscription:
 - Free access to C5: the matching service for coaches and coachees
 - Free access to all syndicated research.
 - Free access for fifty staff to the on line just in time web coach
 - Fast track development for up to fifty current and emerging leaders
 - Invitation to C-level executives to join one or more best practice workshops
- Access to further leadership development courses, coaching courses, coaching accreditation, wider use of the on line coach will be provided to members at 50% of the cost to non-members.

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The leadership consortium delivers up to \$400k value annually




How far the consortium value builds up depends on how well each member leverages its capabilities

- Fast track leadership training
 - 25 to 50 people for three half days at \$400-\$1500 per person day
 - Low estimate: \$15k value, high estimate \$112k value
 - Fast track leaves people with a continuing training programme and a best practices DVD customised to their context.
- C5 coaching network
 - 20 to 50 people, 3 to 10 sessions, \$80 to \$200 per session
 - Low estimate: \$6k value, high estimate: \$100k.
 - C5 displaces external coaching costs and builds internal coaching skills
- Just in time web coach
 - Displace one day training for 30-100 people at \$400 to \$1500/day
 - Low estimate: \$12k, high estimate \$150k
- Syndicated research: investment to date c. \$550k
 - Continuing, customised investment of \$20-\$50k
 - Maximise learning across consortium members
- C level workshops are free but highly leveraged
 - Potential to leverage knowledge and learning among HR leaders

The consortium offers different levels of membership

- Gold members. (75k)
 - Full access to all five value streams
 - Up to fifty free participants in C5 coaching programme
 - Global support from MAC partnership for local needs
 - Unlimited access to on line web coach
 - Influence over focus of syndicated research
- Blue membership circle (\$50k)
 - Fast track training for fifty people, one location
 - Up to fifteen free participants in C5 coaching network
 - Discounted access to syndicated research, web coach, seminars
- Green membership circle (\$25k)
 - Fast track training in one location
 - Customised DVD of leadership practices in context
 - Proof of concept for membership at higher levels
 - Offset fees against higher level of membership

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About us

- MAC Partnership (Managers-Academics-Consultants) exists to marry leading edge management thinking and practice
 - Global delivery capability with offices in Boston, London, Singapore, Chicago, Paris, Hong Kong, Mexico City, Barcelona, Stockholm and Frankfurt.
 - Top quality delivery capability. MAC only has partner level staff: all understand from experience C level issues. No risk of being sold a large and young consulting team.
 - Work with top faculty from around the world:
 - Venkat Ramaswamy, Michigan Business School and Centre for Experience Client Co-Creation
 - Dr. Nick Baylis, leader of Positive Psychology, Cambridge University
 - Prof. Nigel Nicholson, Professor of OB at London Business School
 - Prof Nandani Lynton, Leader of China group at Thunderbird
 - Prof. Geoffrey Longfellow Chulalongkorn University, Thailand

Jo Owen is the leader of the leadership practice

- Led and built the Gemini/Cap Gemini business in Japan and Asia
- Co-founder, board member of Teach First (www.teachfirst.org.uk)
 - Recruits top graduates to teach for two years in challenging schools
 - Only not for profit in Times top fifty graduate recruiters, and the youngest by twenty years
- Created a new bank: bought by HBOS.
 - Now trades as HBOS Business Banking
- Co-founder of MAC partnership
- Leadership columnist for Director Magazine
- Author of How to Lead, published by Pearson, March 2005
 - Also author of Management Stripped Bare, international best seller published by Kogan Page.
- Previously, partner at Andersen Consulting/Accenture, brand management at P&G, MBA from London Business School.