

‘STRENGTHS’ LEADERSHIP PROGRAMME
Developed by: Steve Morgan ~ *Practice Based Evidence*
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Unique Selling Points

- An *organisation-based* programme of 1 year duration delivered on-site for 12 Team Leaders/Managers (focused on developing local capacity and retaining key experienced staff)
- A specific *strengths* focus backed up by extensive international Gallup Organization research
- A *practice-based* focus on helping to identify the natural talents of the individuals
- Non-managerial *supervision* (coaching) to help link identified strengths to the roles of team leadership
- A balance of *workshop and workplace* activity, delivered within the organisation, incorporating essential reading and online resources as part of the learning package (learning assignments are the practical tasks of identifying dominant talents, establishing personal strengths statements and how they apply to the participants current roles)

Considerations

When deciding on the use of organisation resources for developing leadership and management practice, a number of questions need to be considered (see separate file for narrative responses to these questions):

1. Are you making the right decisions based on sound evidence when choosing from the range of strategies for leadership development?
2. Why focus specifically on ‘strengths’ rather than fixing weaknesses?
3. Why focus attention on Team Leaders/Managers within the organisation?
4. What does the organisation expect from a Leadership/Management course?
 - Are you genuinely developing your most valuable resources/assets, or are you more focused on raising understanding of theories and models?
 - Are you investing in people to stay, or the risk of investing in them to move on?
5. What value do you place on the development of a stable critical mass of Team Leaders/Managers acting as a mutually supportive and creative peer group?
 - Are you investing in people to move upwards in the organisation (and in some cases outwards when vacancies do not exist)?
 - Is this the optimum strategy for enabling stability in your staff at the crucial Team Leader/Manager level?
6. What are the downsides & disadvantages to this type of programme?

Programme Content & Process

- 4 one-day workshops (facilitated in premises identified within the organisation, with a flexible approach to how they are timed e.g. two 2-day blocks, 4-day block, etc.):
 - Day 1 ~ examining ideas & experiences of management and leadership... examining the 'Strengths Approach' and leadership
 - Day 2 ~ reflecting on implementation of 'New Ways of Working', and ways of looking after yourselves within the job
 - Day 3 ~ identifying 'dominant personal areas of talent' and developing 'personal strengths statements' from participant practice (using set textbooks, and an online assignment)
 - Day 4 ~ applying identified strengths to actual practice issues through peer group creativity & support
- The Strengths exercises are mandatory (and equivalent to doing academic assignments in other courses)
- Each participant to receive six 1.5 hour individual coaching sessions across the remainder of the year... supporting the application of identified strengths to their leadership role
- Six of the days allocated in total to individual workplace coaching to also start or finish with a 1-hour peer support session, facilitating the development of a creative peer group of Team Leaders (i.e. possibly also focusing on specific organisation tasks or issues emerging during the year)
- *Optional* further mentoring support beyond the 1 year programme (depending on available funding)

Intended Outcomes & Programme Evaluation

- Each individual participant to have a Gallup authorised statement of their top 5 areas of talents (out of the 34 recognised domains)
- Each individual participant to have developed 3 clear but generalisable 'strengths statements'
- Each individual participant to have reviewed ways in which they apply their dominant talents in their leadership role within the organisation
- All participants to have shared their identified talents and strengths statements with the group, developing an awareness of new ways in which they may support each other
- The development of a cohesive peer group for creative responses to organisation challenges
- Within their leadership role, participants incorporating a focus more on the strengths development of others in their team
- Strengths leadership ideas emerging through annual appraisal discussions and plans, for participants and some of their team members

- A significant contribution to motivating key staff and enabling their retention
- Each participant to have a valid certificate of participation listing the programme details, for use as evidence in continuous professional development
- Evaluation of the programme will be through a combination of:
 - Pre and post programme questionnaire feedback
 - Workshop session evaluations
 - Portfolios of strengths//tools/outcomes/practical applications

Programme Costs (based on x12 participants/programme)

Contact Steve Morgan to negotiate fees and expenses for a full programme at:

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