

TOWARD MORE EFFECTIVE LEADERSHIP PROGRAMME

Our “Toward More Effective Leadership” (TMEL) programme combines good business principles and lateral thinking with good data collection processes.

It is a programme that is low impact in terms of time away from core duties but very effective. It is a framework for improvement that overcomes many of the obstacles that stand between managers and good performance.

It is designed to work in an environment where an organisation understands that it should support its managers in their learning toward better performance; but also that there is no “one size fits all” in personal development.

It also overcomes many of the usual reasons why effective leadership programmes are not successful or are not taken up at all. Here are some standard reasons:

“Our managers don't have the time”	Most of the initial work is done on line, so it can fit <i>TMEL</i> around their workload. It can be completed at work or at home, anywhere where there is internet access.
“It's hard to follow and understand”	A simple 1½ hour workshop is all the physical time commitment it takes to get started with <i>TMEL</i> . In fact, you could skip it as far as the actual workings of the programme are concerned, but it helps to reinforce the messages and gain commitment
“No one wants to admit they need help in their position”	No-one in the organisation ever gets to see any actual results – they are totally anonymous. The person taking part gets to see some aggregated information; and the organisation itself only gets to see a training plan outcome, not the factors behind it. Everybody's confidentiality is assured, which will always lead to better data.
“No one wants to say what they really think of someone else's performance”	
“No-one wants to criticise others”	
“We've already done psychological testing”	Psych testing is a wonderful tool for finding out what people's natural instincts and tendencies are to predict their likely performance. Our methods uncover their actual performance

With this programme, each manager (supervisor, executive or whatever) is assessed in a spherical fashion. They fill in a survey on their own performance; then their supervisor and at least one direct report must fill in one survey about them (though of course, it's better with more). Finally anyone who works for the organisation can fill in one about any participant. Note that in each situation the survey is different.

The results are analysed using our own special metrics that reduce the effects of both positively or negatively slanted results. The participant then has a one-on-one meeting where they are presented with the aggregated results.

From those results a plan of action is agreed – it might be further training, it might be research on their own – it might even be that an awareness of the issue was all that's needed.

The participant can then take that plan to their manager or to HR, without having to admit to any deficiencies but to see it as a positive opportunity for improvement.

How it works: a sample framework design based on 8-10 managers and a one-year programme.

Time	Actions	People Magic Hours
Month 1	Initial Design of Survey and Workshop At the end of the first month, a workshop is run for staff to explain the TMEL process	25
Month 2	A comprehensive survey is undertaken, The survey is on-line. Each manager has a survey on their leadership style filled in by their direct supervisor and their direct reports. All staff including managers are also invited to comment on any or all managers in a completely anonymous survey.	10
Month 3	Analysis of data	40
Month 4	Meetings with each manager and formulation of outcomes; outcomes are then incorporated into personal performance plans	24
Months 5-11	Training is undertaken	0
Month 6 and Month 9	"Touch base" meetings to check that each manager is on track	15
Month 12	Final meetings to check results and report produced on programme success	30

This framework is economical as the organisation is only charged a fee for the hours of work we undertake in any given month - the programme works itself in between the hours we put in. Programmes can last from three months to unlimited and on-going.

The programme can be scaled up or down from one to an unlimited number of participants. The cost per participant tends to go down as the number increases, as three custom surveys are created no matter how many participants or how. In fact, the more people fill in surveys, the more the results tend to converge, which can save work.

There is a slight change in method if a CEO who reports to a board is one of the participants, as the survey that board members would answer is different to one that suits someone who works alongside a participant every day.

Contact People Magic for more information on how the TMEL programme can give your organisation more effective leadership without endless meetings and workshops, obscure jargon, huge fees and inconvenience – in other words, less organisational stress and better leadership.