

# Leadership Effectiveness

Leaders deliver. Through their behaviours, leaders provide a model for the organisation and determine how their people act. Leaders need to help shape their organisation's transformation strategy and make a personal and collective commitment to change. Evolve's Leadership Effectiveness Element helps leaders to better understand and adapt to their roles in fronting the change.

*Leadership Effectiveness* is about helping clients develop the leadership skills required to drive their change efforts. Evolve works with senior executives in a highly personal, challenging, and exciting way to instil confidence and optimism, clarify responsibilities and accountabilities, and increase collaborative skills. We help them get better at making the interventions that shape the future of their organizations.

## Building better leaders

Evolve works with clients along five dimensions in developing effective leadership skills to work through change. We begin by engaging leadership to clarify the strategy, and examine individual and collective behaviours from the perspective of the motivations that shape those behaviours. We then work with the leadership team to define the leadership competencies and behaviours that are key to the future strategy and business context, building a common language around leadership and change. Finally, we tailor development programmes and actions plans for developing individuals. We create a shared vision and roles and accountabilities under which teams will operate.

Throughout the process, we emphasize that change does not simply apply to other people. All too often, senior leaders believe that they are effective and that it is others who need to change – but more often than not, senior leaders too need to develop and change themselves to lead effectively. Ultimately, leadership is the differentiator for high-performing businesses. Strategies, business models, and processes are all important, but in the end, it is how people are led through these strategies, business models, and processes that makes true success possible.

### Leadership Effectiveness Components

Leadership Engagement	<ul style="list-style-type: none"> <li>• Clarifying specific business circumstances and challenges and key operational and relationship issues in the context of the organisation's strategy</li> <li>• Building self-awareness in the leadership</li> </ul>
Motivational Assessment	<ul style="list-style-type: none"> <li>• Helping leaders to understand their individual and collective behaviours from the perspective of the underlying motivations that shape those behaviours</li> <li>• Providing insight on best fit leadership practices and roles based on motivational needs</li> <li>• Providing guidance on dealing with conflict and interpersonal interaction in the context of producing change</li> <li>• Specific licensed psychological profiling technique used when appropriate to client situation</li> </ul>
Leadership Competency Framework	<ul style="list-style-type: none"> <li>• Working with the leadership team to define core leadership competencies and behaviours that are most relevant to the organisation's future strategy and business context</li> <li>• Assessing leaders against the framework using self-assessment and 360° feedback</li> <li>• Building common language around leadership and change</li> </ul>
Individual Development	<ul style="list-style-type: none"> <li>• Putting in place tailored development programmes and action plans to build competencies and role model behaviours while delivering the organisation's strategy</li> <li>• Ensuring that accountabilities and reward systems are aligned to delivery and development objectives</li> </ul>
Team Development	<ul style="list-style-type: none"> <li>• Getting top team united around shared vision and current reality—the story of where we want to go, why it is important and the obstacles we must overcome to get there</li> <li>• Defining roles and accountabilities and how the team will work together</li> </ul>

## Leaders are made, not born

Though most people move up the ranks as a result of their technical acumen, future success is often more dependent on leadership capability — a capability that past experience and training does not always provide. Applying a conceptual approach to leadership and capability development can lead to frustration, particularly in contemporary environments where commercial and operational complexity extends beyond immediate space and time. People need to be able to operate in a manner that depends on relationships, influencing and uncertainty — and much less on hierarchy, authority and certainty. Evolve's approach is contextual, which leads to a more pragmatic mindset in helping executives become leaders. Working in this way may make people feel uncomfortable, as it is less predictable and less familiar. People need particular leadership skill sets to succeed in this contemporary environment.

### Atlantic LNG

Evolve used its Leadership Effectiveness element to bring new capabilities to the Atlantic LNG leadership team. Evolve worked with the team to build collaboration and capability based on a deeper understanding of leadership motivations and application of practical leadership tools. Evolve also helped Atlantic LNG define and implement a leadership competency model to drive behaviours and development.

*Leadership Effectiveness* forms part of Evolve's Enlightened Transformation™ framework through which we support clients to work on the things that will enable them to deliver sustainable transformation. Leadership Effectiveness has important and powerful interdependencies with other elements of the framework, including:

**Transformation Strategy & Implementation Roadmap** — the transformation strategy must be shaped by leaders who need to make a personal and collective commitment to the roadmap in a public way. Leaders must understand and accept their role in fronting this change.

**High Performance Management Systems** — the systems highlight the interconnections across the business and facilitate leadership interventions — these create the leadership moments that influence how individuals and teams perform.

### People Development and Performance Management

effective leaders ensure the development of leaders below them — at the same time delivering bottom-line results. Leaders must also act as a role model to those aspiring to lead.

**Process Performance Improvement** — improving the process requires people to learn new skills — without effective skills, people will struggle to effectively challenge how they behave today and to learn the new skills needed to lead.

### Self-Leadership

Warren Bennis, more than anyone else, has helped shape thinking on leadership development. He said, "being a leader is being yourself, it's that easy and it's that difficult". The outward statements, views and behaviours projected by leaders cast a long "shadow" that shape the way people in the organisation act — the things leaders do and say have a big impact. In a leadership role there is no such thing as a casual conversation — people attach meaning to *everything* a senior leader says. People follow authentic leaders - effective coaching can act as a good "mirror" to help people recognise their own "do as I say, not as I do" behaviours. They may be role modelling and promoting exactly the behaviours that they want to stop. People are looking for authenticity in their leaders; most are past looking to "false idols."

### The Enlightened Transformation™ framework



#### Evolve UK

22-23 Old Burlington Street  
London W1S 2JJ  
t: +44 (0)20 7494 2429  
f: +44 (0)20 7434 9031  
e: infoUK@evolve.cc

#### Evolve US

5100 Westheimer  
Suite 200  
Houston, TX 77056  
t: +1 713 968 6585  
f: +1 713 629 6008  
e: infoUS@evolve.cc

#### Evolve Trinidad & Tobago

9th Floor  
Albion Plaza  
Port of Spain  
Trinidad & Tobago  
t: +1 (868) 623 1060  
f: +1 (868) 623 3922  
e: infoTT@evolve.cc