

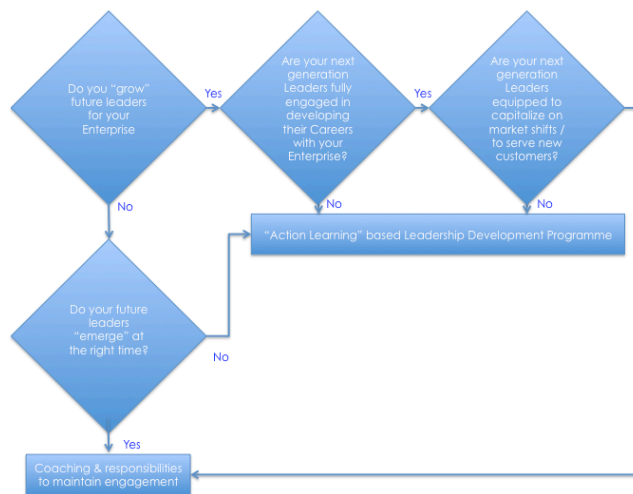
Developing Your Next Generation Leaders

How confident are you that your Enterprise has the capabilities to exploit quickly market shifts or to serve new customers? ¹

Do you “grow” future leaders for your Enterprise that are equipped to be successful in our ever more agile business environment, do leaders emerge naturally as you need them or do you “buy-in” top Leadership when vacancies in the C suite occur?

We believe that the development of talent within enterprises can be accelerated and engagement improved - while helping organisations grow the capabilities they need to excel in our increasingly competitive, agile business world.

The recent Towers Watson Global Workforce Study ² highlighted that many “Companies are running 21st Century businesses with 20th – century work-place practices and programs” and that “Retaining employees has more to do with the quality of the work experience overall.” An appropriately scoped Programme to develop your next generation of Leaders can help your Enterprise improve the capability to grow, the retention of top performers and the quality of the overall work experience for all your people.



Our “Co-Evolutionary” ³Leadership Development programme accelerates the development of your most talented people and helps them to stimulate development for your enterprise as well as for themselves - through Action Learning projects to develop capabilities that close the gap between the Enterprise's current and aspired level of performance.

We use the Tom Peters Company's **Excellence Audit**TM to paint a broad picture of how your key people perceive current enterprise performance & the performance

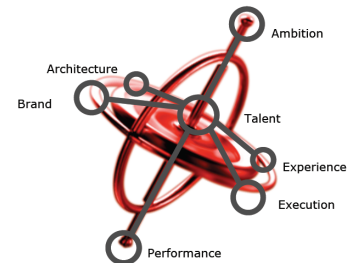
¹ An Accenture study <http://www.accenture.com/us-en/outlook/Pages/outlook-journal-2012-corporate-agility-six-ways-to-make-volatility-your-friend.aspx>) reported that nearly “half of the 674 executives surveyed globally have little confidence in their companies' ability to mobilize quickly to capitalize on market shifts or to serve new customers. Half do not believe that their culture is adaptive enough to respond positively to change. And 44 percent aren't certain that their workforces are prepared to adapt to and manage change through periods of economic uncertainty.”

² <http://www.towerswatson.com/research/7177>)

³ In a recent Chartered Institute of Development paper <http://www.peoplemanagement.co.uk/pm/articles/2012/09/talent-management-harness-the-energy-of-the-talent-wave.htm> David Clutterbuck identified 3 approaches to organisational succession. “Emergent” employee whose energies and ambitions are channelled into the development of “deep capabilities”. “Co-evolutionary” – where talented people adjust their ambitions and develop new skills in line with their observations of opportunities and stimulate change for the business as well as themselves. “Self-organising” – where high performers find their own ways to respond to opportunities.

needed in 2 to 3 years time. This "Audit" is about a lot more than compliance - the foundation is a belief that excellent organisations need both good systems and passion – from key staff with sustained, full-hearted engagement – in a climate that encourages innovation. The Excellence Audit™ incorporates the experience and insights into excellent enterprises that Tom Peters and his Company have developed over 30 years (since the original McKinsey Research and the In Search of Excellence book was written with Rob Waterman in the 1980s).

Behind the Excellence Audit™ is a **Future Shape of the Winner™** model that acknowledges the dynamic forces in Enterprises that are constantly interacting to find a balance. This provides a template for future organisational excellence and a basis for Leaders to help articulate their vision - centred on Talent i.e. the people in your enterprise delivering the best work they can.



The Excellence Audit can either be completed in face-to-face interviews or by using a web survey tool. Results of the survey are structured to provide insights on:

Performance	Experience	Execution
How well are the enterprise's people performing in relation to achieving the enterprise's ambition?	What do your customers experience when in dialogue with your enterprise?	How can leaders enable their talent to deliver the highest quality work output that they can?

We identify "aspiration gaps" on these three 'axis" and for the Enterprise's Brand, Architecture and Talent. After reviewing the results with you or your designee we develop - with your next generation leaders - proposals for actions to develop the capabilities needed to close the aspirations gaps. These are presented to you and your Executives for consideration. Where you agree with the proposed actions and one of your Leadership agrees to "Sponsor" a project we coach a team of your next generation leaders to deliver the project as an "actioning learning" initiative that develops the organisational capabilities, individual leadership competence and improved networks of your people across the enterprise.

We believe that this approach helps current and next generation leaders take your enterprise into the future by better recognising opportunities that are coming at you faster and faster and successfully exploiting those opportunities. In the words of John Kotter ⁴ of Harvard Business School "Leadership is about vision, about people buying in, about empowerment and, most of all, about producing useful change in an ever faster-moving world, leadership is increasingly needed from more and more people, no matter where they are in a hierarchy."

Next Steps

Consider whether your Enterprise would benefit from accelerating the development of future Leaders and whether you have an appetite for an Excellence Audit™. If you do we would be delighted to explore options for implementing a programme effectively and efficiency in a way that optimises the use of your time. Please contact huw.morris@efficienarta.com to arrange either a telephone or face-to-face meeting.

⁴ http://blogs.hbr.org/kotter/2013/01/management-is-still-not-leader...e=newsletter_daily_alert&utm_medium=email&utm_campaign=alert_date