



LEADERSHIP PROGRAMMES



KETS DE VRIES INSTITUTE



‘A COMPANY CAN HAVE ALL THE ADVANTAGES IN THE WORLD, BUT IF ITS LEADERSHIP FAILS ALL THESE ADVANTAGES MELT AWAY. ANYONE WANTING TO CREATE AND LEAD AN EFFECTIVE ORGANISATION NEEDS TO UNDERSTAND THE DYNAMICS OF INDIVIDUAL, TEAM AND ORGANISATIONAL CULTURE.’

Manfred Kets De Vries

KDVI's leadership programmes are designed to take participants on an intense, high-impact learning and development journey. In-depth partnerships with our clients allow us to create programmes that meet their specific leadership challenges and needs—focused on transformational learning experiences, developing high performance teams, embedding vibrant organisational cultures, and creating real and lasting impact.

Three core designs provide the basis for addressing a range of individual, team and organisational needs: [Foundations of Leadership](#), [Leading High-Performance Teams](#) and [Effective Organisational Development & Transformation](#). They can be delivered independently or used in combination to promote a systemic approach to change.

We also work with clients to develop tailor-made programmes targeting specific leadership or organisational issues such as role and career transitions, team-alignment in the aftermath of a M&A or around a new strategy, on-boarding, succession, etc.

THE LEADERSHIP AUDIT

KDVI conducts Leadership Audits to provide clients with an overview of salient organisational issues and challenges. Consisting of a set of in-depth interviews by KDVI Senior Associates with senior members of the management team and other key stakeholders, the Audit provides a rich picture and a detailed overview of the organisational climate—such as strategic challenges, leadership skills and capabilities, alignment or misalignment within the top leadership team, resistances to and receptiveness to change, critical challenges for the future, etc.

We recommend an Audit with any new intervention we do with new clients to help plan a roadmap for development and change.



LEADERSHIP DEVELOPMENT PROGRAMMES



KDVI's leadership development programmes are focused on organisational development and transformation. As such, we intervene at three levels: individual, team and organisation.

Our programme design is aimed at creating long-term meaningful impact. During the pre-programme phase, we use a number of validated 360° feedback tools to capture insights from multiple stakeholders. During the programme, participants embark on an intense high impact journey focused on individual, team and/or organisational change. Post-programme follow-up sessions help embed the learning in the workplace.

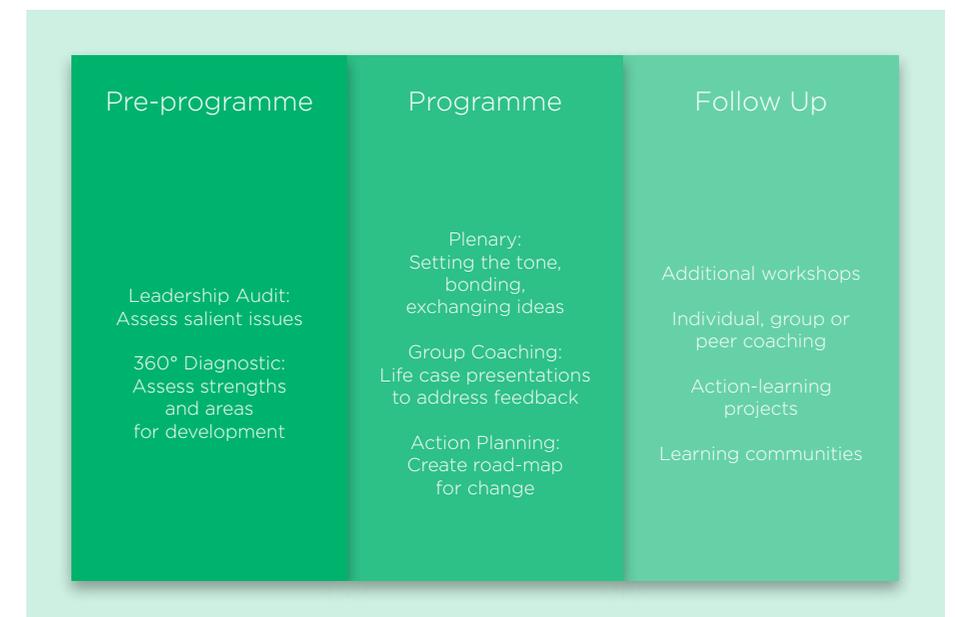
Pre-programme assessments highlight salient individual and organisational issues and create a sense of urgency for change. Assessment interviews in the form of the Leadership Audit set the stage for courageous conversations.

Interactive plenary sessions in the form of lectures and discussions, highlight key organisational issues and challenges and introduce participants to KDVI's methodology. They are lively forums for group bonding, exchanging ideas and sharing insights.

High impact group coaching sessions held in the second part of the programme provide significant time to feedback from the 360° leadership instruments. *'Life case'* presentations allow participants to simultaneously address issues on their own and others' strategic agenda. Participants also practise their own coaching skills in the form of *peer coaching*. If time permits, *individual coaching* provides additional opportunities to explore personal goals, strategies and challenges in greater depth.

The final part of the programme is dedicated time for *detailed action planning* to reach individual, team or organisational goals.

While programmes may instil a strong desire to change, the most difficult thing is to embed learning and *to create lasting and meaningful impact*. Follow up is therefore critical for sustainable change and can be delivered in person, through individual or group telephone/video calls or through additional workshops. *Learning communities, action projects or peer coaching groups* can also be formed, in collaboration with the organisation, to provide ongoing support to follow through with the change agenda, and facilitate continued learning and exchange of experiences.



Where are you in your professional career?
What are your personal leadership skills?
Are you using them as effectively as you could?
What competencies do you need to
succeed in rapidly changing global business
environments? Are you in the right place to
develop them?

FOUNDATIONS OF LEADERSHIP



Foundations of Leadership is a transformational leadership experience which provides leaders a time and space to reflect on where they are in their career life cycle, what they want to achieve, and what leadership skills they need to take them there.

It aims to improve leaders understanding of individual leadership skills through the process of self-reflection—examining and understanding one's personality and motivations and how these relate to their leadership style.

Going beyond the directly observable, the exploration of the underlying dynamics that influence the behaviour of individuals and groups in organisations will equip leaders with the know-how to manage complex relationships between leaders and followers.

Key Benefits

- › Understand what makes for successful leadership in a global world
- › Explore major themes in professional and personal life through self-reflection
- › Acquire greater awareness of personal leadership strengths and areas for improvement
- › Understand the importance of emotional intelligence, becoming more effective in managing oneself and others
- › Understand how to relate to others and handle conflict
- › Recognise the need for ongoing, adaptive learning strategies
- › Develop a better balance between personal and organisational life

Sample Programme Content*

- › Introduction to KDVI leadership framework
- › Overview of personal and organisational issues
- › Diagnose dysfunctional leadership
- › Work with emotional intelligence
- › Identify competencies needed for effective global leadership
- › Introduction to group coaching and 360° feedback
- › Group coaching with 360° feedback using Life Case Presentations
- › Map personality style to leadership behaviour
- › Action planning and personal development plan

* Please note that all programme content is adapted to the needs of the organisation.

Preparatory work (6–8 weeks before programme)

- › The Global Executive Leadership Mirror (GELM®)
- › The Personality Audit (PA™)

Duration

- › The programme runs for 2–4 days, depending on the number of participants, choice of activities and custom design.

What are the building blocks of great teams?
How do you get team members to give their best and to work in same direction?
How do you manage conflict and difficult team members? How can you create a team which can become much more than the sum of its parts?



LEADING HIGH-PERFORMANCE TEAMS

Although the ghost of the Great Man—the stereotypical all-powerful, undisputed leader who controls an organisation and determines its success or failure—still haunts the leadership landscape, successful organisations of today need something more. A distributive, collective form of leadership, with leaders who know how to engage the right people at every level of the organisation, has become a paradigm for building sustainable organisations.

Leading High Performance Teams focuses on team roles, configurations and dynamics. It explores the recurring patterns of behaviour that influence an individual's effectiveness within a team and the performance of the team as a whole.

Assessing the predominant behaviour patterns of teams—also known as archetypes— provides greater knowledge of the positive and negative aspects of individual leadership behaviour. Self-knowledge can be used by leaders to adjust to the demands made by followers, the industry and the external socio-economic environment. Understanding one's own archetypal behaviour patterns is also the first step in a personal change strategy. It enables the executive to take personal responsibility for shaping his or her own future. At the team level, this knowledge can be used to identify the leadership styles needed to ensure optimal team performance and to build a team constellation that is characteristic of high performance teams.

Learning objectives

- › Identify the essential components of effective high performance teams
- › Compare and discuss different leadership styles and archetypes
- › Identify personal leadership style
- › Understand the need to adapt leadership style to the context within the organisation
- › Understand the benefits and challenges of complementarity within teams
- › Learn how to structure and build effective teams
- › Redefine roles and responsibilities
- › Practise different leadership styles in teams

Sample Programme Content*

- › Identify what constitutes a high-performance team
- › Explore the variety of leadership styles within an organisational context
- › Group or team coaching with 360° feedback using Life Case Presentations
- › Identify each individual's personality make-up and leadership style
- › Match strengths and competences to particular roles and challenges
- › Learn how to manage and work for people with certain dominant characteristics
- › Understand which combination of styles works well together and which to avoid
- › Identify actions that a team can take to improve effectiveness
- › Action planning and personal and/or team development plan

* Please note that all programme content is adapted to the needs of the organisation.

Preparatory work (6–8 weeks before programme)

- › The Leadership Archetype Questionnaire (LAQ™)

Duration

- › The programme runs for 2–3 days, depending on the number of participants, choice of activities and custom design.



EFFECTIVE ORGANISATIONAL DEVELOPMENT & TRANSFORMATION

Organisational culture is the foundation of an organisation's uniqueness and identity. It informs its vision, mission, strategy, structure and principles. When we understand an organisation's culture, we understand why the organisation does what it does and achieves what it achieves.

Effective Organisational Development and Transformation engages participants in an in-depth look at their company culture and stimulates discussions on systemic issues, the type of organisational culture they want, and the changes needed to get them there. Discussions focus on organisational complexity, culture and values and the challenges of leading change and transformations. The objective is to harness the collective energy and intellect of the group to create an action plan for organisational development and change at a larger scale.

What makes for your organisation's uniqueness and identity? Are core values being lived out in the organisation? Does your organisation have the right culture to achieve its strategic goals? Does it have what it takes to meet the challenges in the next 5-10 years?

Learning objectives

- › Gain a better understanding of organisational climate and culture
- › Align values and behaviour to strategy
- › Address systemic barriers to organisational effectiveness
- › Think about the future direction of the organisation and values that are needed
- › Break down organisational silos and open up opportunities for knowledge sharing
- › Identify structures needed to unleash creativity and innovation
- › Learn how to create a coaching and learning culture based on feedback
- › Develop an action plan for organisational change

Sample Programme Content*

- › Overview of organisational culture, what purpose it serves, and how to diagnose it
- › Discussion on what makes for an effective corporate culture
- › Presentation of OCA™ results
- › Group discussion on the organisation's current culture and values
- › Assess alignment and misalignment of values and behaviours with strategy
- › Discussion on the future of the company, upcoming challenges and opportunities, and actions needed to reshape the culture
- › Manage the process of transition and identify levers for successful organisational change
- › Action planning and organisational development transformation plan

* Please note that all programme content is adapted to the needs of the organisation.

Preparatory work (6-8 weeks before programme)

- › The Organisational Culture Audit (OCA™)

Duration

- › The programme runs for 2-3 days, depending on the number of participants, choice of activities and custom design.



'ONE OF THE MOST
POWERFUL AND EFFECTIVE
EXPERIENCES IN
LEADERSHIP PROGRAMMES IS
CREATING TURNING
POINTS IN WHICH PARTICIPANTS
MAKE A CONNECTION
BETWEEN THEIR CURRENT
CHOICES IN LIFE, SEE
THE DISCREPANCIES IN
THEIR LIVES, AND TO WORK
TO REALIGN THEM.'

Manfred Kets De Vries

KDVI also designs programmes that address specific leadership challenges and needs. Understanding and using our clients' in-depth knowledge of their organisation and industry during the design and delivery of a programme is vital to its success.

KDVI has collaborated in the design of client-specific and open-enrolment programmes for a range of academic institutions, including Oxford Said Business School, Cambridge Judge Business School, ESMT in Berlin, the University of Southern California and INSEAD.

Our range of client-specific programmes covers business challenges related to:

- › Building a Leadership Pipeline
- › CEO Advisory during On-boarding
- › Change Management
- › Conflict Resolution
- › Diversity and Inclusion
- › Executive Leadership Development
- › Family Businesses
- › High Performance Executive Teams
- › Management Board Programmes
- › Pre- and post-deal Integration Services
- › Strategy Execution
- › Succession Planning/High Potential Identification
- › Talent Management

CLIENT-SPECIFIC PROGRAMMES



CHANGES THAT COUNT: EMBEDDING LEARNING IN THE ORGANISATION

Real learning and change can only happen if they make sense in the context of the everyday challenges leaders face. Theories, models and tools acquired in programmes will only take effect if they become part of leaders' daily practice.

KDVI works with clients during and after its programmes to identify and develop opportunities in the workplace for reinforcing executives' new leadership skills to ensure real and sustainable impact individually and within the organisation.



Follow-up coaching

Follow-up coaching in person or by telephone/video conference may be arranged between individual participants and their assigned KDVI consultant. Leaders receive feedback and support as they test new behaviours with their teams and other major stakeholders. Follow-up coaching is designed to check behaviours against committed action items, provide advice and renew commitments.

Peer coaching

Peer coaching involves two or more leaders working together to reflect on current business issues, expand, refine, and build new skills, share ideas, teach one another and work together to solve problems in the workplace. This method allows participants to practise the coaching methodology beyond the lifespan of the programme and to ensure continued mutual challenge and support.

Mentoring and shadow coaching

Mentoring is a powerful way to empower leaders and ensure consistent follow up to leadership development plans. Mentoring relationships can be set up between clients and other leaders or role models in the organisation in order to exchange experiences and to support and develop key leadership skills and behaviours.

Shadow coaching involves the presence of an observing coach in the workplace to provide fresh perspectives and critical insights into a leader's behaviour. Shadow coaching also enables clients to become reflective practitioners by allowing them to assume an observational role.

Action learning projects

Action learning projects—designed to solve real problems using the tools and methods acquired through our programmes—enable leaders to focus on key issues in their business and to take ownership of the challenges they face. Action learning projects can be built into the programme as an ongoing exercise for them to apply and test their learning in the workplace. Alternatively, they can be initiated at the end of the programme so that leaders can practise new skills and understanding back in the workplace.

Experimentation in a safe environment

Small experiments, set within a safe environment, focusing on specific leadership challenges or goals provide participants a safe transitional space to explore successes or setbacks and learn from the experience.



SUCCESS CRITERIA

In our experience, a number of criteria are essential for driving the ultimate success of a programme. KDVI's success criteria are based on:

- › Internal buy-in and commitment from an organisation's senior leadership team
- › Transparent and engaged relationship with the organisation's HR team
- › Co-designing programmes with our clients, including ongoing feedback to continuously refine the programme according to clients' needs
- › For repeated programmes, to generate a feedback loop to guide modifications to programme content and design from one cohort to the next
- › Rapid response time before and during programmes to enable quick adjustments and to create enough agility for the programme to evolve in step with changing circumstances
- › Follow up after the programme to ensure commitment to developmental priorities
- › When requested, pre- and post-360° instrument tests to map changes in behaviour and effectiveness

