



Leadership from Within

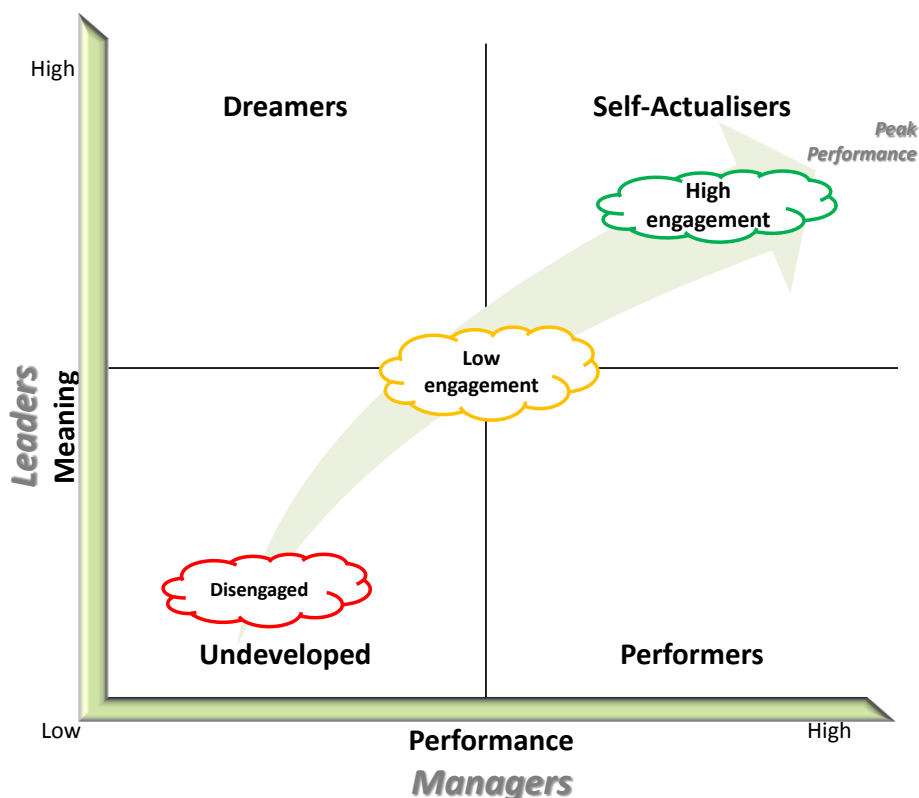
Overview



1. The Leadership from Within Program

Benefit Realisation from the Leadership from Within Program

The benefit realisation from the program is to create meaning on an individual level that lead to the desire to perform to your full potential, resulting in employees with peak performance, who take responsibility and accountability for their individual roles, as well as the strategic intent of the organisation. The program facilitates the alignment of the individual’s goals with the organisational goals.



The Leadership from Within Program Attributes

The program is based on the attributes which enable differentiation on performance between being good and being excellent, which include:

i. Meaning

Employees need to understand the meaning that their contribution has in terms of the success of the company – and how that is important to them. According to Chip Conley, CEO and author of “PEAK”, creating employee meaning can be your secret weapon in differentiating yourself from your competition



ii. Attitude

Focus on attitudinal changes with respect to the role of being a committed employee in today's work life. It is more than just executing instructions given from the top - it allows the individual to grow into peak performance.

iii. Loyalty

How do we accept and embrace another person's attitudes and ideas? It is about total dedication as an individual towards colleagues and the organisation.

iv. Integrity

Integrity instills consistency of actions, values, principles, expectations and outcomes. It is the honesty and truthfulness of the individual's transparent actions.

v. Empowerment

Employees need to be empowered by giving them the opportunity to make real decisions. It will give them the ability to do what is required to take effective action. Employees who are empowered can consult others – including senior leadership - but the final decision must come from themselves. If that is not allowed, there is no true delegation of power. True entrustment of power results when work is given back to the person who needs to do it giving them the opportunity to act on what they know.

vi. Responsibility

Giving employees the freedom to assume responsibility for their own work tasks releases energy and resources that would not be available otherwise. Managers and employees share a common understanding of the organisation's goals and need to act as partners in the organisation, taking responsibility for the successful achievement of company objectives. This means that everybody is standing up for, and taking responsibility, for what is right – aligned to the company vision and values. They do what is needed, what is best for the group, the company and above all, for the client. Every individual becomes a co-builder of the organisation.

vii. Engagement

When employees are engaged, clients are more likely to come back and spend more. "To create a culture of engagement, it is the work of leaders and managers to enable, empower, equip, and inspire employees so that the employees enter the synergy path. And as they do, they become totally engaged in what they do. It is the employee who actualizes his or her best in the work engagement thereby becoming a self-actualizing person in the process." (Unleashing Leadership – L. Michael Hall)

viii. Trust

Trust enables organisations to sustain during disruptive change, to recover from major setbacks and to rise above adversity. Organisations are no longer built on force, but on TRUST, according to Peter Drucker. In "Leadership and the Power of Trust", Mike Armour notes that people naturally rally around leaders they can trust.



ix. Openness and self-awareness

If you want to build an organisation based on peak performance, it is important to facilitate profound dialogues around themes such as responsibility, accountability, identity and loyalty. To do this there should be openness and self-awareness in the teams. Openness means to be interested in how other people perceive one, to know what differentiates one person from others and to help individuals to understand each other. It is about a person's openness to do self-reflection. It is about focusing on oneself, reflecting who one is as an individual and making informed decisions about what one wants to and needs to change in one's life. This allows the individual to move out of his/her comfort zone, to identify his/her personal dreams and to align those with the company objectives.

x. Communication

Communication is much more than just saying a few words, it is about sharing the specific meaning that you have given to a situation to someone else, in a way that they understand and make the same meaning from that. It is about understanding and applying the distinctions for truly masterful communication. According to Dr Michael Hall, among the most powerful things that you have available to yourself for *personal empowerment* is expressed through good communication and the conversations that you have with yourself and others.

xi. Motivation

To stimulate the desire and energy in individuals to "Lead from Within", by being continually interested in and committed to their profession and roles and to exert persistent effort in attaining their designated organisational and personal goals. Motivated and engaged individuals are the differentiating factor between successful organisations and those that go beyond, where significance is part of the everyday culture.

xii. Commitment

An individual's commitment has a significant impact on the organisational turnover and the individual's job performance.

2. The Leadership from Within Model

The "Leadership from Within" program content is customised based on the specific *needs of the client*.

The model consists of 5 pillars namely:

- Assessment
- Benchmarking
- Group Dialogues
- Execution Consultation
- Individual Coaching

i. Assessment

The **assessment** is used to understand the current scenario in the organisation and to identify opportunities to move from good to significant.



The assessment is done through individual interviews with the management team and a selection of individuals within the organisation and/or the individual completion of the iWAM assessment.

iWAM assessment

Another assessment that is used is the iWam (Inventory for Work Attitude and Motivation) assessment tool that provides individual and group results on the thinking preferences within the team. It is an online or paper-and-pencil questionnaire which helps an organisation identifies an individual's attention filters and cognitive styles, also called meta-programs.

The iWAM results enable you to identify what motivate a person, their work attitude, how they prefer to communicate, and how they prefer to act in their work context. iWAM allows the organisation to take into account the individual preferences and to value each person for their strengths. Using iWAM enables the organisation to make better use of the human potential of its workforce.

iWAM has been developed for and used with the full range of employees – from executives to front-line staff and across myriad roles from operations to sales to service.

iWAM application

- Succession Planning
- Conflict Management
- Coaching and Development
- Recruiting and Screening for Employment
- Team Management and Development
- Organisational culture

Do people agree with the iWAM description of them? Based on the iWAM feedback form, people agree with more than 90% of the patterns. Further analysis indicates that half of the disagreement is a result of unawareness or people not liking the 'verdict', even though the description is correct. Using a Model of Excellence, the iWAM can predict from 45% to 65% of the actual work performance of managers, professionals and staff.

ii. Benchmarking

Benchmarking is used to measure the individual according to international leadership benchmarks and to align the individual's goals towards the standards.

The term benchmarking was first used in the early days of carpentry and cabinet making, where a bench was used to mark out specific lengths and dimensions to measure the pieces of timber. The purpose was to confirm if the required standard was met before cutting the timber. Modern benchmarking was initiated in Xerox Corporation in 1979 to improve its quality and become a cutting-edge company.

What would enable a good or excellent measure?

- Simple and easy to understand
- Clearly defined
- Measurable



- Verifiable
- Meaningful
- Consistent with values, goals and objectives of the organisation
- Repeatable
- Supporting the desired actions or behaviours

Benchmarks for Leaders include:

- 'Being' criteria
 - Authenticity
 - Integrity
 - Congruency
- 'Doing' criteria
 - Contributing
 - Collaborating
 - Pioneering
 - Communicating
- Assuming responsibility for self
- Confronts difficulties quickly and effectively

The benchmarks should become the standard against which all leaders in the organisation can measure their excellence.

Measurement perspectives include:

- As a leader what standards do you work towards?
- What benchmarks have you set for yourself?
- How do you know when you have hit the mark?

Benchmark Scales

Scaling of the benchmarks is on a level 0 – 5, where 0 = unconscious incompetence with no evidence of the skill, behaviours indicating the lack or the opposite of the skill and level 5 = consciously aware of unconscious competence where the individual master the level of this skill and can consistently replicate an elegant presentation of the skill. The specific benchmarks indicate the behaviours that indicate the presence of the concept or skill, including actions, gestures and tones.

Successful benchmarking includes self-assessment as well as external observation and feedback on the set benchmarks. In the “Leadership from Within” program the individual rate themselves according to the standard benchmarks provided, to get an awareness of the areas of opportunity to improve. For the external observations our trained meta-coaches will “shadow” in agreed management meetings, to assess the demonstrations of the behaviours for the specific leadership benchmarks on the required level. The relevant feedback based on the observations is then shared with the individual. The feedback is valuable input in terms of coaching opportunities and goal setting.



iii. Group Dialogues

Group dialogues are used to facilitate discussion and reflection on the specific areas of opportunity for improvement within the organisation, as identified and prioritized during the assessment. The dialogues start with the management team, and filter down to all levels of the organisation.

Observations will be made throughout the process to identify areas of opportunity for individuals as well as the team.

The intention of the “Leadership from Within” program is that the group dialogues will be facilitated to the lowest level within the organisation. The organisation have the option to decide if they would prefer the managers to undertake an additional 3 day facilitation workshop to equip them to facilitate the dialogues with their teams, or if the preference is that the dialogues be facilitated by the trained facilitators within Deodone Consulting, accompanied by management. When the dialogues will be facilitated by the managers within your organisations, the workbooks for the teams will be made available by Deodone Consulting.

iv. Execution consultation

Execution consultation entails one-on-one calls to management in between the different group dialogues. The purpose of the one-on-one calls are to follow up on the implementation of the skills and tools shared during the session and to confirm the progress on the individual and group commitments made during the group dialogue sessions. It is the responsibility of the managers to have the same one-on-one process with their direct reports.

v. Individual Coaching

Coaching is considered to be a key enabler for leadership development, empowerment and transformation and will support the individual greatly in meeting organisational ambitions and enabling peak performance for the individual. Coaching programs are the premier long-term solution to making sustainable changes.

Some of coaching outcomes identified by our clients over the years have been:

- Excellent motivation of individuals and teams to drive results
- Better alignment of company and individual goals
- Greatly improved communication and listening
- Effective conflict resolution and decision-making
- Ability to recognise and reconcile dilemmas
- Enhance skills, strategies and behaviours
- Develop new and higher levels of identity, insights, and beliefs
- Increased sense of purpose, direction, meaning and pursuit and the new behaviours to entrench these
- A greater level of accomplishment and satisfaction. Focus is maintained on the identified tasks

The coaching assignment can be based on a retainer where a certain amount of sessions are retained to be used as agreed between the client and Deodone Consulting. This ensures that the client does not commit to pay for coaching of a specific individual and due to unforeseen



circumstances the individual cannot continue with the coaching. In such a scenario will the session be available to another individual within the organisation.

Coaching Process

- Goal setting sessions with client (identify goals per individual)
- Introduction session with individual to explain what coaching is, to identify if individual is 'coachable' and to set his/her individual goals
- Coaching intervention of 3-6 sessions per individual, depending on the need
- After Action Review with the client based on the goals set by the client and the individual

Individual's coaching needs will be identified through:

- Client specific needs
- Opportunities identified through the iWAM assessment results, to support effective execution of the individual's current and future role within the organisation
- Input from benchmarking results
- Observations made during the group dialogue sessions

3. Time Contribution from your team

The program is customised according to every client's specific needs and it might be that some of the activities or area of focus will not be included in the specific program as being defined according to your requirements. The detail below is given as guidelines to give an understanding of the impact on available working hours within your organisation for the duration of the program.

Area of Focus	Activities	Time required
Assessments	Individual interviews iWAM individual assessment iWAM feedback per individual iWAM team feedback	45 min / individual 30-45 min 90 – 120 min / individual 120 – 180 min (part of group dialogues)
Benchmarking	Self-Assessment External observation Benchmarking feedback and goal setting	1 hour / month No additional time 45 – 60 min / individual \pm every 6 -8 weeks
Group Dialogues	Kick-off event Dialogue sessions	3-4 hours 6-8 hours / topic, depending on the topic and the group size. Proposed every 4-6 weeks.
Execution Consultation	One-on-one calls	30 min call \pm 2 weeks after each Dialogue Session



Individual Coaching	Goal setting with client Intro session and goal setting Individual coaching sessions After Action Review with client	2-4 hours (depending on how many individuals identified for coaching*) 90 min / individual 90-120 min / session 2-4 hours*
Project Closure	After Action Review with client on the engagement and results	2 hours





4. Differentiation Factors

- Design program based on client requirements and expected outcomes
- Results driven
- Focus on practical wisdom rather than philosophical approach
- Personalised approach
- Objectivity of assessments – iWAM and more than one consultant observations
- Consultants poses experience from multi-disciplinary backgrounds to build on the strength of diversity in meeting the exact client needs
- Consultants apply the McKenzie principle, meaning that consultants work as core teams to ensure optimal team dynamics, accurate capturing of information and effective engagement

5. Feedback from Clients

The following contains extracts from direct quotations on the written evaluation forms of previous client engagements. For confidentiality purposes references to the clients and the names of the employees are omitted.

Primary benefit/value received from the Leadership from Within Program

- This program genuinely forced me into an “evaluative” state where I was fascinated to learn things about myself, both strengths and weaknesses, that can help me to become a better employee, father, husband and leader
- Awareness became a norm for me, I discovered so much about myself and my team
- Framework – getting the right positive picture. You are in charge of it being positive and negative
- I found out how to lead, communicate with different behaviours and use the tools for different tasks to get the right end result. I found out who I am in mind and personality and strengths
- Clear ways to follow going into the future. Understand what we need in people and skills to remain sustainable
- To develop as an individual – getting to know myself better
- Awareness of self and flexibility
- All the tools and techniques learnt that I can use in business and in my personal life
- General awareness of self, colleagues and business
- To grow within myself and also to obtain tools to use in being successful
- Receiving tools that will help me do a better job and to become a more effective leader
- I now have a balance in life – personal and in my work environment
- To took myself from good to great

Why would you suggest the Leadership from Within Program to somebody else?

- This program gives you practical, functional tools to change from within, which in turn has a ripple effect on everything you do and everyone you come into contact with, i.e. LASTING CHANGE! Thank you!
- It is one program that can truly direct your career. Grow personally and get the tools to do whatever you set your mind to!



- Content is very relevant and presented in a refreshing way. Participative. Gets everybody involved and chance to grow. Content is well researched – some old stuff but lot of new and refreshing ways of presenting it
- Confidence builder to go from good to great. Get to know yourself from within and learn to walk the talk and become a professional leader from within
- Follow such a process will ensure a “well-formed outcome”
- This program gives you a deep understanding of yourself and help to identify and discover every person
- As a person I have grown a lot, on a personal level and as a leader. Handling conflict is also much easier – and to learn to know yourself as a person
- It changes your life on a business and personal level, teaching you about yourself and others and giving you tools and techniques to keep with you throughout your life
- You develop without realising your new self and you have fun!
- Motivating!
- It is not only enlightening and relevant but takes you to places you may not want to go – builds self-awareness and develop skills and tools to help you in your day to day work
- If you or your team need development – look no further
- Yes! It is eye opening and to some members life changing
- It helps a person grow and to understand other people
- Life changing experience
- Changing is good and the program helps you to realise this

6. Feedback from the Leadership from Within for Teens program

The following contains extracts from direct quotations on the written evaluation forms of the pilot program that was launched at Doxa Deo College East Campus.

What was for you the most valuable part of the course?

- It gave me a better view on things like the future, my mindset, etc. It really makes one think about what you want in your future and how to achieve it. It was fun!
- This course made me think completely differently about exams, and taking on tasks. To plan whatever it is I want to do and to schedule better for exams. I will now put meaning to the work I have and will do.
- The vision where you had to think about your future and what you really want to do.
- Learning about myself, and being enriched about how to control my life.
- It made me confident about everything. To learn if we are in our circle of excellence we can be more confident and relaxed about what we have to learn in any situation.
- Questions on my goals – digging deep, realizing things I didn’t think of before.
- Every single part was valuable but to learn about relationships was the most valuable lesson for me.

What changes will you make due to your awareness’s that you had during the course?

- Have the right mindset, get into my circle of excellence and make use of it. Also my planning and scheduling.



- I will have a better mindset and live with energy.
- Plan and schedule my life in advance. Practice my circle of excellence and my learning state. I will live life to the fullest.
- I see life differently, so as things happen I will look at it with a different perspective.
- I will change the way I handle people and how I used to wait to the last moment to prepare for things.
- Schedule my exams and plan – not stress, because it affects me.
- I am going to practice my circle of excellence and change my language. I am going to build more relationships with people and with myself.

7. Our Organisation – Deodone Consulting

Our focus and philosophy

Deodone Consulting's foundation is built on loyalty, honesty and integrity, with transparent relationships with our clients to create inner harmony by always doing the right thing.

We are driven by innovation, creation, flexibility and reliability. If we don't have what our clients need, we will find it or develop it within our network of specialist associates.

Our Vision

Our vision is to partner with our clients, to provide the necessary opportunities, to the individuals in the organization, to be inspired and motivated through finding their own meaning for their contribution. Thereby they will be able to live life to their full potential and build an organization where commitment, quality relationships, integrity and passion form the cornerstones.

Our Values

- Live our Christian values
- Ethical practice through loyalty, honesty and integrity
- Inner harmony by doing the right thing
- Personal development of self and others
- Inner wealth
- Sponsor, demonstrate and lead the change we expect from others
- Transforming organisations through the transformation of the way individuals interact
- Passion to ignite the sparkle of life into every individual and organization we engage with
- Thought leadership

8. Meet Susan Grobler

With a degree in Business Management and more than 15 years in Project Management, Susan has built a wealth of experience in managing and consulting in complex change projects. Her qualifications include being a certified Project Management Professional (PMP) and an Associated Certified Meta-Coach (ACMC). Susan's excellent facilitation skills have proved invaluable to a range of clients working in a global context. She delivers corporate training in Africa and Europe for the past 5 years. Susan is passionate to enable every individual that she works with, to achieve their highest potential by being hard on the issue, and soft on the person. She does not shirk difficult discussions, she is professional



and results focused. Susan is motivated by a deep belief in doing the right thing. Honesty, loyalty and integrity together with quality relationships are the foundation of all her interactions with clients. Susan is the developer of the “Leadership from Within” program that was already successfully implemented in BASF Coating Services Division, from the Executive Team through to Middle Management in all the branches in South Africa.