

GIVE YOUR **leaders**  
THE RIGHT TOOLS FOR **strategic** CHANGE



# LINKING leadership TO STRATEGY

## GET YOUR LEADERS MOVING ON YOUR STRATEGY

Strategic Leadership Development™ (SLD) creates the leaders you need to take your organisation where it needs to go. SLD is a highly effective change process that addresses all the issues:

- SLD begins with your business objectives and enables you to identify the specific leadership practices needed to achieve them.
- SLD builds accountability into the development process in a uniquely powerful and comprehensive way.
- SLD is grounded in a technically superior, research-based model of effective leadership practices.
- SLD makes your leadership expectations clear and credible – and that is critical to creating the leadership culture you need to reach your business goals.

## LEADING THE WAY

The ability to map a strategic course and move your organisation along it is the critical test of leadership on every level. It is the key to your organisation's survival and prosperity. Equally vital is the ability to quickly alter course in response to – or ahead of – changing external factors like markets, technology or competition.

*But strategically directed change is the most difficult challenge.* The way your leaders lead determines where your organisation goes, and how it gets there. And unless you change leadership practices so that they align with your strategy, your leaders won't all pull in the same direction, much less the right one.

The leadership practices your people need to demonstrate depend on your organisation's strategic objectives and their roles. If you don't want your people to go in one direction while your strategy goes in another, you need a model of leadership rich enough to account for the full range of leadership practices and behaviours, and a way to identify and develop the practices and behaviours each team member needs to exhibit. In addition, to ensure results, you need a development process with built-in accountability on each level.



## UNIQUE SOLUTIONS FOR UNIQUE ORGANISATIONS

The leadership challenges your organisation faces are unique. They are shaped by its current culture, people, environment, history, opportunities and objectives. Strategic Leadership Development is uniquely customisable to meet the special requirements of your organisation and of each individual.

Research has shown that there's no one right way to lead. Effective leadership is a matter of demonstrating the balance and emphasis that's right for the role and right for the business objectives.

Strategic Leadership Development is a multi-step process designed for organisations committed to successful change. SLD's flexible structure allows you to adapt specific components to fit with your existing leadership programmes and leverage your investments. You can start wherever your need is most critical and proceed at your own pace, building dynamically as you go. And while most components stand on their own, they fit together into a complete process that delivers the changes in leadership behaviour needed to achieve your strategic business objectives.

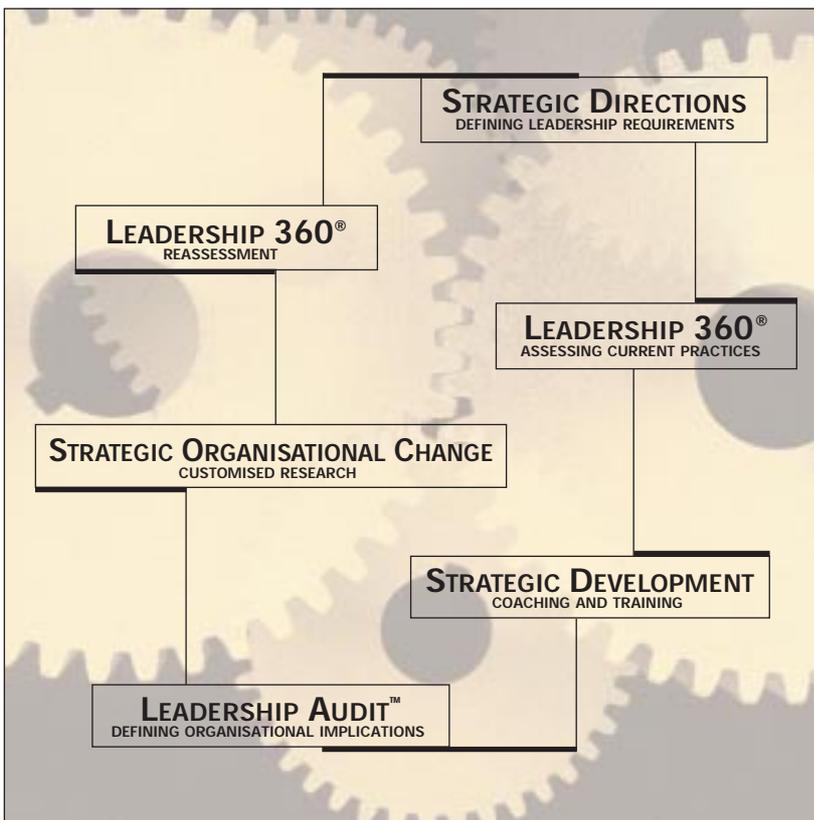
# SIX STEPS TO MORE **effective** LEADERS

## STRATEGIC DIRECTIONS

### DEFINING LEADERSHIP REQUIREMENTS

Using Strategic Directions, your top team identifies the behaviours needed to create a leadership culture aligned with your strategy. This is the critical first step in leadership development. Because there is no “one right way” to lead for all organisations, Strategic Directions enables you to select the template of leadership practices that’s right for *your* organisation.

By setting your organisation’s Strategic Direction, your entire organisation gains clarity and consensus about leadership expectations. Strategic Directions sets the standard for objective performance measurement and allows you to drive accountability through every level of your organisation. Moreover, Strategic Directions helps you to assess all your other training and development initiatives. You will know where they are on track or off. And what you have to do to fix them.



Strategic Directions is the best starting point. It produces rapid, impressive results. It provides a road map for change and builds the commitment needed for long-term success.

## LEADERSHIP 360®

### ASSESSING CURRENT PRACTICES

Leadership 360 is an exceptionally powerful assessment tool that can be used for either self-analysis or full 360-degree feedback. It combines objective, persuasive insights into leadership practices with an action planning process that holds the individual accountable for his or her own progress. It provides leaders with impactful, confidential feedback from self, boss, peers and direct reports and links that feedback to your organisation’s Strategic Directions. This enables individuals to focus and prioritise their developmental efforts.

Leadership 360’s superior, facilitated feedback process is clear, non-threatening and focused exclusively on development. Leadership 360’s unique, well-researched questionnaires produce results that are highly accurate and credible. These results are presented in graphic and narrative form, making them easier to understand, accept and apply. And, the feedback flows directly into identifying developmental goals, mapping a practical plan for achieving them, and putting the plan into effect.

Leadership 360’s objective data sets a baseline for measuring performance improvement.

## COACHING AND DEVELOPMENT

### *LINKING FEEDBACK TO PERSONAL CHANGE*

But, feedback alone is not enough. Effective coaching and targeted training are needed to support and reinforce insights and developmental goals. A facilitated process between a leader and his or her manager, mentor, or coach can link feedback to the organisational context. And it can foster a strong and mutual commitment between the coach and the leader to ensure that progress is made and behaviour change is reinforced and kept on track.

Targeted training is crucial to build skills and create a forum for learning and addressing business issues. It allows individuals to learn and practice the specific leadership behaviours they need to develop. The most practical and effective training allows participants to rehearse applying the appropriate leadership practices to their own situations, then take their trial solutions back to the job and actually carry them out. This linkage of relevancy, accountability, and behaviour change creates the difference that makes development and training truly effective.

Your SLD consultant will work with you to create coaching and targeted training initiatives that will get results in your organisation.

## LEADERSHIP AUDIT™

### *DEFINING ORGANISATIONAL IMPLICATIONS*

The Leadership Audit is a report based on cumulative Leadership 360 assessments. It gives you a composite picture of how your current organisation compares to your goals. It enables you to identify specific training needs and target the population that should attend each training offering.

Cumulative Leadership 360 assessments constitute your own organisational database. The database's flexibility allows you to analyse leadership behaviour within your organisation in many ways. For example, by team membership, function, level or region. These insights can be extremely useful in identifying and addressing the leadership issues critical to your organisation's progress.



SLD can help your organisation translate its vision and strategy into the leadership behaviours that will be required for success in the future.

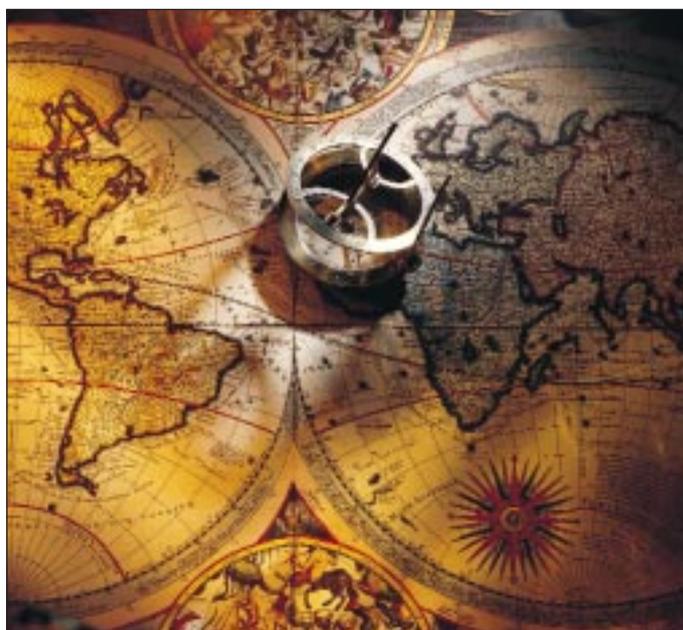
## STRATEGIC ORGANISATIONAL CHANGE

### *CONNECTING LEADERSHIP AND STRATEGY*

Today's organisations need tangible evidence that there is a connection between leadership practices and organisational performance. In addition to measuring current leadership

behaviour, they also want to measure leadership effectiveness. The questionnaires used in the SLD process make this possible. They can identify the characteristics of the individuals in your organisation who demonstrate the level of business acumen, potential for future growth, and people skills you need to achieve your business objectives.

The various steps of the SLD process provide you with information at the organisational level as well as the individual level – a critical factor in maximising your investment in leadership development and moving your organisation toward your model of business success. Customised research and state-of-the-art statistical analysis of your company's SLD data can provide you with the insights you need for meaningful organisational change, whether you are trying to reposition a successful company, revitalise a faltering one, merge different businesses and cultures, or manage a leadership succession process.



## LEADERSHIP 360® REASSESSMENT

The Leadership 360 Reassessment enables individuals and organisations to measure progress and set new developmental goals. Because your leaders know at the outset that they will be accountable for objectively measured progress at the end, they will demonstrate a commitment and focus which will dramatically improve results.

The SLD leadership model measures behaviours which can be changed and developed.

# How leaders ACTUALLY LEAD



## PRACTICAL BENEFITS

The model of leadership used in SLD is the Leadership Effectiveness Analysis™, developed by Management Research Group (MRG®). MRG's leadership model is practical, not theoretical – descriptive, not prescriptive. It measures behaviours which can be changed and developed.

Research has shown that there's no one right way to lead. Therefore, effective leadership is a matter of demonstrating the balance and emphasis that's right for the role and right for the business objectives. MRG's leadership model makes this easy to see. It highlights each individual's strengths in light of your ideal leadership culture, making the changes you require seem both understandable and achievable.

## THE REWARDS OF RESEARCH

The model of leadership used in SLD is the outcome of lessons learned from 35 years of research and more than 250,000 assessment-based profiles of leaders across a wide range of industries, organisations and roles. SLD feedback results are generated by diagnostic questionnaires that have been rigorously developed and psychometrically validated by MRG. The data they provide to individuals is highly accurate and truly useful for development.

MRG'S LEADERSHIP MODEL IS COMPRISED OF 22 BEHAVIOURAL LEADERSHIP PRACTICES GROUPED UNDER SIX CORE LEADERSHIP FUNCTIONS.

### CREATING A VISION

Traditional  
Innovative  
Technical  
Self  
Strategic

### DEVELOPING FOLLOWERS

Persuasive  
Outgoing  
Excitement  
Restraint

### IMPLEMENTING THE VISION

Structuring  
Tactical  
Communication  
Delegation

### FOLLOWING THROUGH

Control  
Feedback

### ACHIEVING RESULTS

Management Focus  
Dominant  
Production

### TEAM PLAYING

Cooperation  
Consensual  
Authority  
Empathy

# WHY STRATEGIC leadership DEVELOPMENT WORKS

## GETS YOU HEADED IN THE RIGHT DIRECTION

- Focuses development on your business needs
- Builds alignment with your strategy
- Gets commitment of senior managers
- Provides measurable results

## A BETTER STRUCTURE

- Complete process, no missing links
- Based on technically superior research
- Adapts to fit and enhance existing T&D investments
- Flexible process, begin where your need is greatest and proceed at your pace

## A GLOBAL PERSPECTIVE

- Support is available where and when you need it – from local consultants in local languages
- Questionnaires and feedback materials are translated into many major languages
- Norms are available for many specific countries and geographic regions

For further information, please contact:



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## FACILITATOR TRAINING

Facilitator training is available for internal Human Resource professionals.

## CUSTOMISED FOR YOU

- Recognises that there is “no one right way” to lead for all organisations and roles
- Customised to your organisation’s culture and to each individual
- Identifies the leadership practices each person needs to demonstrate
- Leaders learn new practices while working on their own business issues

## REQUIRES RESULTS AND GETS THEM

- Builds in accountability at every stage
- Objective measurement tools track organisational and individual progress
- Links with current initiatives and creates the foundation for future organisational interventions

The Strategic Leadership Development™ process has been developed by Management Research Group (MRG) of Portland, Maine USA and Munich, Germany, a global leader in assessment-based individual and organisational development.

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