

KMK Recruitment and Jas Lall

Leadership and Management Development - Breakfast Summary



Development Focuses

What are the key areas of focus that your managers and leaders need to develop competency in, that would make a meaningful difference to your organisation?

Examples of current development focuses we are working on with clients:

Rapid rate of change

Building change readiness in teams through enhanced communication skills, managing change fatigue and attending to the change process at an individual and team level.

Managing across cultures

Supporting individuals and teams with different cultural norms, and / or who are working in different geographies to work effectively together.

Building connected, resilient teams

Creating ways of working for groups of people working on shared goals and tasks to thrive in their work together, navigating difficulties and challenges in a resilient manner.

Generations in the workplace

Recognising the different needs, motivations and requirements across generations, and reflecting this in the way we lead and manage.

Managing differing levels of performance

Keeping performance levels high through clear setting of expectations, impactful 1:1s and regular feedback. Performance managing in a timely manner when needed.

Individual contributors to people leaders

Growing capability in future leaders early, to make the transition from individual contributor to leader of others as seamless as possible.



Learning Needs & Methods

Identifying learning needs and selecting the appropriate methods to develop those are crucial for learning effectiveness. Some learning needs will require multiple methods to develop.

Skills (what I can do)

Practical abilities or competencies for e.g. recruitment, managing team members, effective communication. Development methods include training, simulation, on the job learning, task / job rotation.

Knowledge (my subject matter expertise)

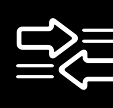
Understanding of legislation, industry trends and key principles relating to specific technical discipline(s). Development methods include seminars, e-learning, case studies, qualifications.

Behaviour (how I show up)

Conduct and interpersonal abilities for e.g. resilience, leading others in challenging times, role modelling. Development methods include 360, coaching, feedback, role-plays.

Experience (what I have had exposure to)

First hand practical exposure for e.g. leading cross functional / cultural teams, working at executive level. Development methods include projects, mentoring, secondments and job shadowing.



Push / Pull Factors

What factors are helping or hindering your organisation's ability to provide meaningful leadership and development? How could these be addressed?

What helps?

- Strong vision / mission / purpose
- Burning platform
- Demonstrable business impact
- Clear call to action informed by data
- Creating future ready capability

What hinders?

- Unclear organisation mission / vision
- Lack of clarity on development needs
- Organisational change / restructuring
- Unaligned leadership
- Underdeveloped policies / procedures

Recommended Resources

As referenced at the breakfast, a small selection of websites and tools designed to support the development of managers and leaders.



Adult Learning Principles

[Click here](#) for an article describing the key principles of adult learning theory and related approaches to developing adults at work.

Josh Bersin is a leading expert in the world of HR and discovered 'learning in the flow of work'. [This article](#) describes the principle and the evolution of different approaches to learning.



Culture Map

A useful book with interactive tools that give language to cultural differences and how to navigate these when working in a cross cultural / geographically dispersed team.

[Click here](#) to access an overview of the the Culture Map content and tool on the author's website.



Hogan

Hogan is a psychometric tool based on the 5 factor model of personality. Rather than measuring identity, it measures reputation and gives leaders an insight into the bright side of their personality, the dark side of their personality and the work environment they will strive to create based on their values.

[Click here](#) to access the Hogan blog page with a wealth of articles and research from the Hogan team.



Insights Discovery

Insights Discovery is a psychometric tool based on Carl Jung's psychology. With immediate impact and endless possibilities, Insights helps organisations around the world to create greater self awareness in individuals, teams and organisations.

[Click here](#) to find out more about the Insights Discovery methodology.



Offbeat

Offbeat is an organisation that develops Learning & Development Professionals. Their website has a large range of resources that give a current, fresh take on how to get the best out of your learning and development initiatives.

[Click here](#) for the Offbeat website.

We'd love to hear from you! Please get in touch if you'd like to explore how we can help with unlocking the potential of your leaders and managers. jas@jaslall.com