



requisite
development

'Leadership by Levels' PROGRAMS



Developing Today's Talent For Tomorrow's Challenges

Requisite Development Ltd (reg. no. 05514363)
Upper House, Little Cowarne,
Bromyard, Herefordshire, HR7 4RH, UK

www.requisite-development.com
cbaker@requisite-development.com

MEET THE INSPIRING TEAM



Christine Baker (B.A. Hons, MSc Organizational Behavior) is the Founder and CEO of Requisite Development Ltd. She coaches mid-level and senior executives to boost their capabilities and confidence to excel as leaders. Christine helps them to gain fresh insights into their role, how they think about themselves, their work, their teams and their organization, and how to apply these insights in practical ways to enhance their leadership effectiveness. Christine's pragmatic and supportive approach is informed by many years of experience across a range of business sectors and national cultures. Her clients describe working with Christine as 'a mental breakthrough' and 'being rebuilt from the inside out'. Part of Christine's portfolio of client services includes the "Leadership by Levels" Development Program which prepares mid-level and senior executives for the major transition in work complexity they will face when promoted to roles at higher organizational levels. This program enables participants to 'hit the ground running' once they have moved to their new role, and focuses particularly on how they need to upgrade their thinking capability to cope with greater complexity.

Based in the UK, Christine also serves clients in continental Europe where she has completed numerous projects in leadership development and talent management.



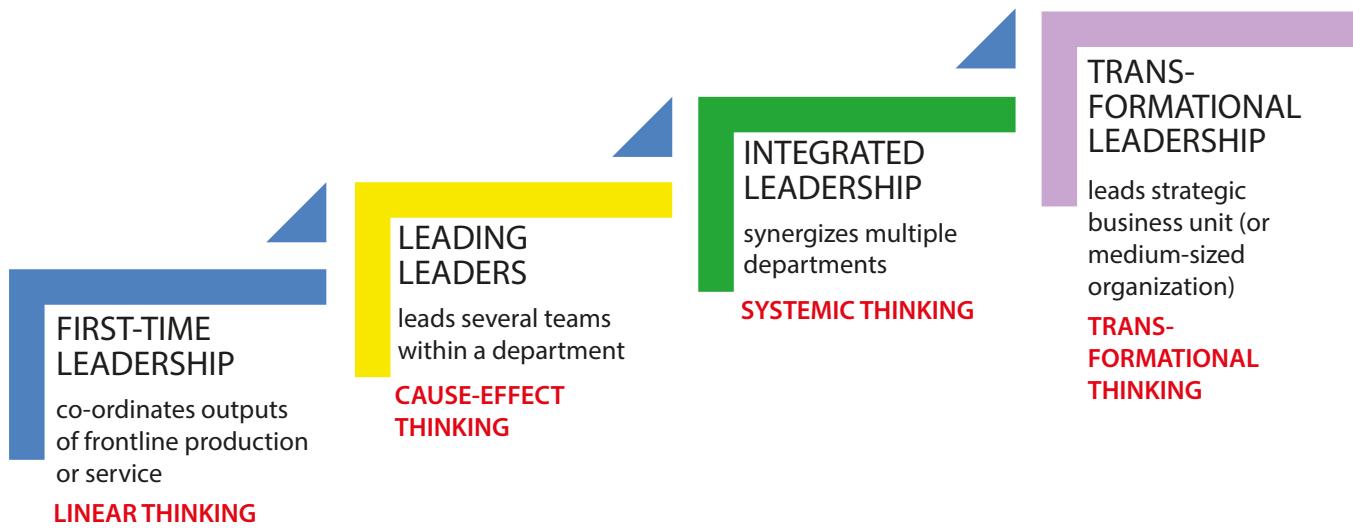
Iva Vurdelja, PhD, is a Principal of Requisite Development LLC. As a leadership and change consultant and a cognitive developmental coach, she works specifically with senior executive teams in enabling more effective strategy execution, change management, leadership and talent development. Iva's powerful approach strengthens leaders' and organizational capabilities through transformational learning and meta-systemic thinking. She presents new ways for executives, managers, and consultants to reflect on who they are as leaders, how they relate to and impact others, and how to challenge their organization to reach new levels of excellence. Her clients become dedicated to more effective leadership through personal and professional transformation. Clients report feeling that they have expanded their thinking to new dimensions, leading to a greater capacity to manage complexity, embrace challenges and improve relationships with their teams. Iva's flagship coaching program, "Thinking through Change" takes a 'whole-person-in-role' approach to leadership development using the Dialectical Thought-Form Framework as a guide for senior executives to become deeper thinkers and experience transformational change on a personal as well as professional level.

Prior to founding Requisite Development LLC, Iva has over 25 years' experience in strategy execution, change management and leadership development in both Fortune 50 and not-for-profit organizations. She also holds a PhD in Leadership and Change, an MSc in Organizational Development, a BA in Business and is a Master certified developmental coach. She is based in Chicago but travels extensively to serve her clients.

OUR UNIQUE APPROACH TO LEADERSHIP DEVELOPMENT

Leadership capability is a complex puzzle. Conventional leadership development programs tend to focus only on personal attributes, values, and competencies. Whilst all these factors are important, they do not go far enough.

STEP DIFFERENCES IN LEADERSHIP ROLE COMPLEXITY AND COGNITIVE CHALLENGE BY ORGANIZATIONAL LEVEL



OUR APPROACH IS DIFFERENT IN THREE WAYS

1. We see 'leadership' as a function of role. This role increases in scope, complexity and mental challenge as you rise through the organizational levels.
2. There is a qualitative and measurable difference in each step up the organizational ladder in terms of work complexity and cognitive capability challenge. Potential leaders need to understand what will be required of them and how to develop themselves before they move up. **TO SUCCEED AT A HIGHER LEVEL, YOU CANNOT THINK AND BEHAVE IN THE SAME WAY AS YOU DID IN YOUR PREVIOUS ROLE.**
3. In addition to the key component of cognitive capability, leaders need to 'upgrade' their levels of socio-emotional maturity to enhance their decision-making, stakeholder relationships and inner resilience.

WHAT OUR PROGRAMS WILL DO FOR YOU

ON COMPLETION OF THE 'LEADERSHIP BY LEVELS' PROGRAM, PARTICIPANTS WILL BE ABLE TO:

 Understand and carry out the **ESSENTIAL ACCOUNTABILITIES AND TASKS** of the role they are being prepared for at the next Leadership Level.

 Apply their enhanced **COGNITIVE CAPABILITY AND SOCIO-EMOTIONAL Maturity** to the complex issues in their new role, making better quality decisions, improving stakeholder relationships and managing stressful situations more effectively.

 Provide **VALUE-ADDED LEADERSHIP** to the people they manage.

 See the world from a **HIGHER AND BROADER PERSPECTIVE** and experience personal as well as **PROFESSIONAL GROWTH**.

THE LEADERSHIP DILEMMA

55% of newly-promoted managerial leaders underperform in their new role due to a lack of understanding of its requirements and inability to cope with the increased cognitive complexity and socio-emotional challenges.

The majority of organizations fail to adopt a strategic and systemic approach to developing leadership capability at each organizational level, resorting instead to reactive and piecemeal interventions (often AFTER people have been promoted).

FROM 'HORIZONTAL' TO 'VERTICAL' DEVELOPMENT

"Organizations have grown skilled at developing individual leadership competencies, but have mostly ignored the challenge of transforming their leader's mind-set from one level to the next. Today's horizontal development within a mind-set must give way to the vertical development of bigger minds."

John McGuire and Gary Rhodes
'Transforming Your Leadership Culture', Center for Creative Leadership

WHO SHOULD ATTEND ?



FIRST-TIME LEADERSHIP

for people about to step up to their first leadership role

It can be nerve-racking to move from a specialist to a managerial leadership role for the first time.

But managing people is just one part of the jigsaw puzzle. Your new work will be of a higher order of complexity and will therefore require a higher level of thinking skills. These higher-level thinking

skills will, in turn, lead to different behavioral patterns and a greater awareness of how you and your work fit into the bigger organizational picture.



LEADING LEADERS

for existing team leaders now moving to management of multiple teams

You may have been a great Team Leader but now the challenge increases – how can you adapt from leading one team to multiple teams? You may now be heading up a department or unit where your teams are in different locations. The people reporting to you will be leaders in their own right and will

be looking to you to give them the wider perspective they need to put their work into context and to solve 'bigger' problems beyond the current scope of their capabilities. As Team Leaders they will also need support from you in developing their leadership skills and business acumen. They don't need a micro-manager – they need someone who can 'see' way beyond their own vision and create the work processes and systems within which the Team Leaders can operate the services they provide.



INTEGRATED LEADERSHIP

for departmental or functional leaders about to take on multiple departments or functions

At this point in your career you may be moving from heading up one department to many – and now you'll discover the true impact of the 'silo' effect: the problem when business functions drive their own agendas as a priority instead of considering the needs of the overall organization. Your key challenges

will include the need to balance their plans and needs, making trade-offs between short and long-term requirements and creating a culture where collaboration takes precedence over competition. All of these issues will be set against the backdrop of creating and sustaining operational excellence.

Feeling the pressure already? Your thinking skills will need to expand significantly as will your ability to make tough decisions about priorities, resources, and alliances across the organization. You will have one foot placed in today's operational domain with the other trying to find its position in an uncertain future.



TRANSFORMATIONAL LEADERSHIP

for people about to head up their first strategic business unit

Any transition to a higher-level role represents a great challenge in terms of added complexity to grapple with, new skills to learn and a new environment to adapt to.

Probably the greatest leap is that from operational to strategic management, moving from the problems

of today's operational issues to the uncertainty of planning for tomorrow, at least 5 years into the future. New business models may be required to meet changing customer trends, market forces or political, economic, social and technological changes. The old certainties of doing business are gone and the thinking powers you used before to analyze and solve problems are no longer enough. To become a truly innovative and transformational thinker, dealing effectively with abstract concepts and uncertainties, you will need to acquire new ways of thinking. In effect, the logical thinking powers which worked well for you up this point now need to be superseded by multi-faceted thinking patterns.

HOW OUR PROGRAMS ARE DELIVERED

IN-HOUSE

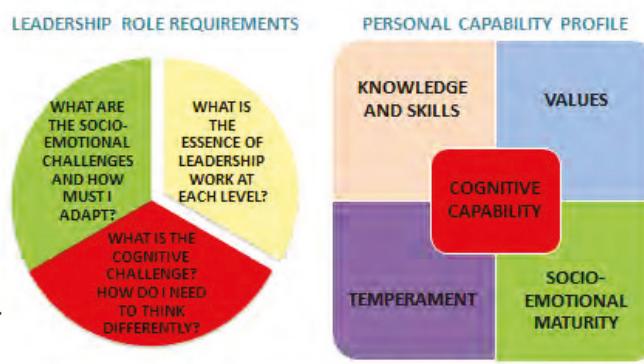
Our programs are only available on an in-house basis so that they can be adapted to your organization's needs and circumstances. Modules can be delivered face-to-face or via webinar – we can discuss the formats most suitable for your needs.

A 5-PHASE PROCESS

Phase 1: Pre-Program Evaluation

We evaluate the participant against the demands of the role for which they are being developed, using our unique set of assessment methods. This Personal Capability Profile creates a benchmark against which to construct the leadership development plan.

MATCHING PEOPLE TO LEADERSHIP ROLE



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Phase 2: Understanding Leadership Transition

A 1-day workshop which introduces participants to the key concepts of 'Leadership by Levels', by exploring the qualitatively-different leadership challenges at each organizational level and how to meet them. The format is interactive, with participants sharing their perspectives of what transition to the next organizational level entails.

Phase 3: 5 x Leadership Learning Modules (1-2 days each)

These modules aim to kick-start the participants' preparation for transition to the next Leadership Level. Each module, adapted to the relevant Level, covers topics such as:

- Organization design and culture: how to ensure your new team/department/function is structured to meet your business goals
- You and your team: what kind of leadership will they need from you and how can you develop and optimize their performance and engagement?
- Building constructive stakeholder relationships. How do you need to relate differently to your managers and peers at the next Level?
- Making the cognitive transition: how your thinking capacity needs to mature at the next Leadership Level – practical steps to changing the way you look at the world, make decisions and interact with others.
- Making the socio-emotional transition: becoming aware of how your internal world will change, and developing coping strategies for the impact of added workload, responsibilities, stress and work-life balance.

The learning points from these modules will support the participants in their experiential learning plans in Phase 4. The modules can be supplemented by individual coaching sessions with a Requisite Development consultant.

Phase 4: Experiential Learning Projects

Participants will be expected to apply their learning to real-life situations prior to promotion. Our consultants will facilitate discussions between participants, their managers and manager's manager to generate ideas for live development opportunities and agree how these are to be monitored and evaluated to ensure that real learning and change are taking place.

Phase 5: Evaluation

Final review and evaluation of participant's developmental journey 3-6 months prior to transition to the next Leadership Level. How have they changed? What else do they need to develop and how do they need to be supported?

FREE CONSULTATION

FORM

- I would like to arrange a free consultation to understand more about the 'Leadership by Levels' program.

- I would like to discuss other services (please tick the relevant boxes):
 - Executive assessment
 - Executive coaching
 - Change management

FULL NAME:

JOB TITLE:

COMPANY NAME:

PHONE:

EMAIL:

CORRESPONDENCE

ADDRESS:

Please return this form to Christine Baker, Managing Director, by email or post (see details below), and we will contact you to set up a free consultation meeting.

'THINKING THROUGH CHANGE'

For senior executives responsible for managing transformational change programs, we offer a unique coaching framework which expands their thinking capacity to cope with high levels of complexity

'LEADERSHIP BY LEVELS'

We help you to develop capability in current and future leaders at all levels in your organization to boost performance and engagement

EXECUTIVE ASSESSMENT

Still relying just on selection interviews, personality instruments and gut-feel? We offer a holistic view of a person's current and future potential capability to give you peace of mind