

MAKE SURE YOUR LEADERS MEASURE UP!

'Most CEOs will agree that leadership is important, yet few assess their leadership gap precisely. Fewer still build an engine to develop the right quantity of leaders with the right mix of capabilities at the right time to match opportunities' (McKinsey, 2005)

There is a growing realisation that optimisation of leadership skills provides the key to future competitiveness. However, few organisations are able to measure whether leadership and talent development initiatives have an impact. The majority of return-on-investment assessments tend to be carried out at a superficial level, with a focus on short-term outcomes rather than long term improvements.

GPSVision - an innovative UK organisational development consultancy that has researched extensively into leadership development - has identified that the majority of traditional approaches to leadership development are fragmented and lack integration with the business strategy.

In response to this issue, GPSVision has developed the Performance Improvement Cycle (PIC © System). This is a leadership development "engine" that enables the translation of "strategy" into "bottom line performance" while bringing about the fundamental change in leadership development, that is required for future survival. Sound leadership development should be carefully planned with the following processes in mind:

- A clear understanding of the learner's knowledge/skills base
- A development programme that is flexible and inclusive
- An effective measurement system
- Agreed outputs that reduce costs or increase revenue
- Knowledge acquisition and learning transfer
- A return on investment reporting process

A process for measuring improvement

The Performance Improvement Cycle (PIC System) is based on totally different principles to traditional leadership development initiatives. It supports companies in making the 'paradigm shift' in their approach to leadership development and

provides the 'missing link' between strategy and implementation. This enables embedded behaviour change and real improvement in bottom line performance.

Traditional approaches to leadership development show a focus on individual knowledge, where knowledge is compartmentalised and power based. Large scale training programmes focus on the classroom and are often one-off training programmes, leading to a transient effect. The only measurement is reaction (happy sheets).

Through its PIC System GPSVision aims to change this through a customised approach to leadership development, based on knowledge sharing and organisation driven context. This involves using coaching and mentoring, group focus and action learning support to reinforce the opportunity for embedded behaviour change. It also offers ways of measuring the impact on the individual and the business.

The PIC System consists of a six-stage continuous process which can be applied to all learning processes. It particularly applies to the



softer skills which are required at all levels across an organisation such as leadership, management, personal effectiveness and customer facing activities.

Coventry-based GPSVision works with some of the UK's largest organisations in leadership and management development. For more information call 02476 236 973 or visit: www.gpsvision.co.uk.

CASE STUDY: DEVELOPING LEADERSHIP AT UNIVERSITY HOSPITALS COVENTRY AND WARWICKSHIRE NHS TRUST

In 2004, the Clinical Services division of the University Hospital Coventry and Warwickshire NHS Trust faced the issue of a shortage of leadership skills. Senior managers were overloaded with planning and new initiatives and often worked with limited collaboration between departments. GPSVision was selected to deliver a Level 4 Professional Award in Leading and Managing Change. GPSVision worked closely with senior managers to develop, deliver and embed the leadership programme.

The programme aimed to:

- Develop leadership and managerial skills in eight key operational areas
- Improve patient care
- Reduce management and operational costs in excess of the programme cost
- Improve communication, support and networking between departmental managers
- Establish processes for promoting and managing change
- Increase the academic qualifications of the managers

A detailed project plan was agreed which covered benchmarking arrangements, workshop dates, mentoring support, action learning sets, study support dates, project

plans and measurement strategies. The programme began with a workshop for senior managers and an induction for all learners and their supervisors. This group was seen as central to developing the outputs that formed a part of the evaluation process.

The outputs for University Hospital Coventry and Warwickshire have been significant and include:

- A group of knowledgeable and skilled managers who are now looking for their next challenge
 - Improved collaboration between departments resulting in quicker decision making
 - 19 managers awarded a professional award at Level 4 in Leading Change in the NHS
- Two completed projects resulted in cost savings of £44,000, almost twice the cost of the entire programme. Other savings are expected but processes are not yet complete
- Departmental think tank teams looking at change management and efficiency opportunities
 - A £5,000 saving in the recruitment budget due to the promotion of a programme participant