

White Paper on Effective Leadership



Ensemble People Skills
Gurugram, Haryana



Here's What We'll Cover



What is Leadership?

Leadership Fundamentals

Efficiency and Effectiveness

Leadership: Structure & Delivery

Leadership Quotient(LQ):
The Diagnostic

Deep Dive: The Intervention

Coaching Calls

Conclusion

On Leadership

“Leadership is taking responsibility while others are making excuses”

John C. Maxwell

“Real leaders have no need to lead
They are content to point the way”

Henry Miller



82% *Of the Most Influential Leaders*
are people-centred

*Leading for Growth

What is a Leadership?

“Leadership is taking responsibility while others are making excuses.”

John C. Maxwell

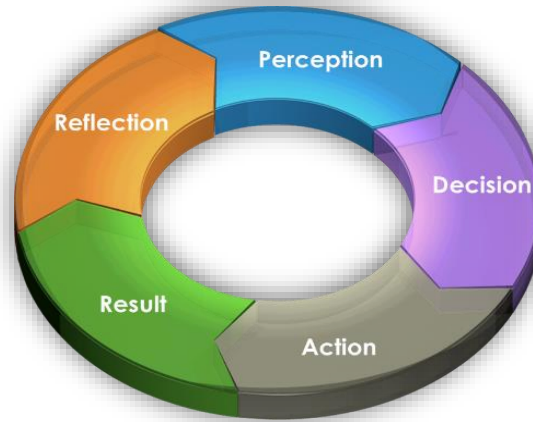
Leadership: a word, a concept beaten to a pulp. Every possible angle viewed and then reviewed, dissected *ad nauseam*.

The aim of all corporate endeavour is to create and replicate leadership at all levels.

At Ensemble, we believe it is critical for all levels of Management to display clarity, focus and discipline if Organisations are to become deft and agile. A critical ingredient of sustainability and growth, today.

Leadership ought to be a common noun; for it is as much about the singular drive as it is about collective and cohesive action

Leadership Fundamentals: Framing Mindsets



The Circle of Perception

A cycle that enables results and drives actions finds its origin in perception (a distinct view, a perspective).

The clearer the view of the final goal is, the more precise the actions will be and will translate into positive change or results.

Perception is what experience and learning bestows upon us. At best this is limited and there is a constant need to widen the scope and make insightful and informed choices.

Mind sets are attitudes and inclinations we develop.

They dictate our thought processes which in turn impacts our choices, actions and eventually the outcomes we pursue.

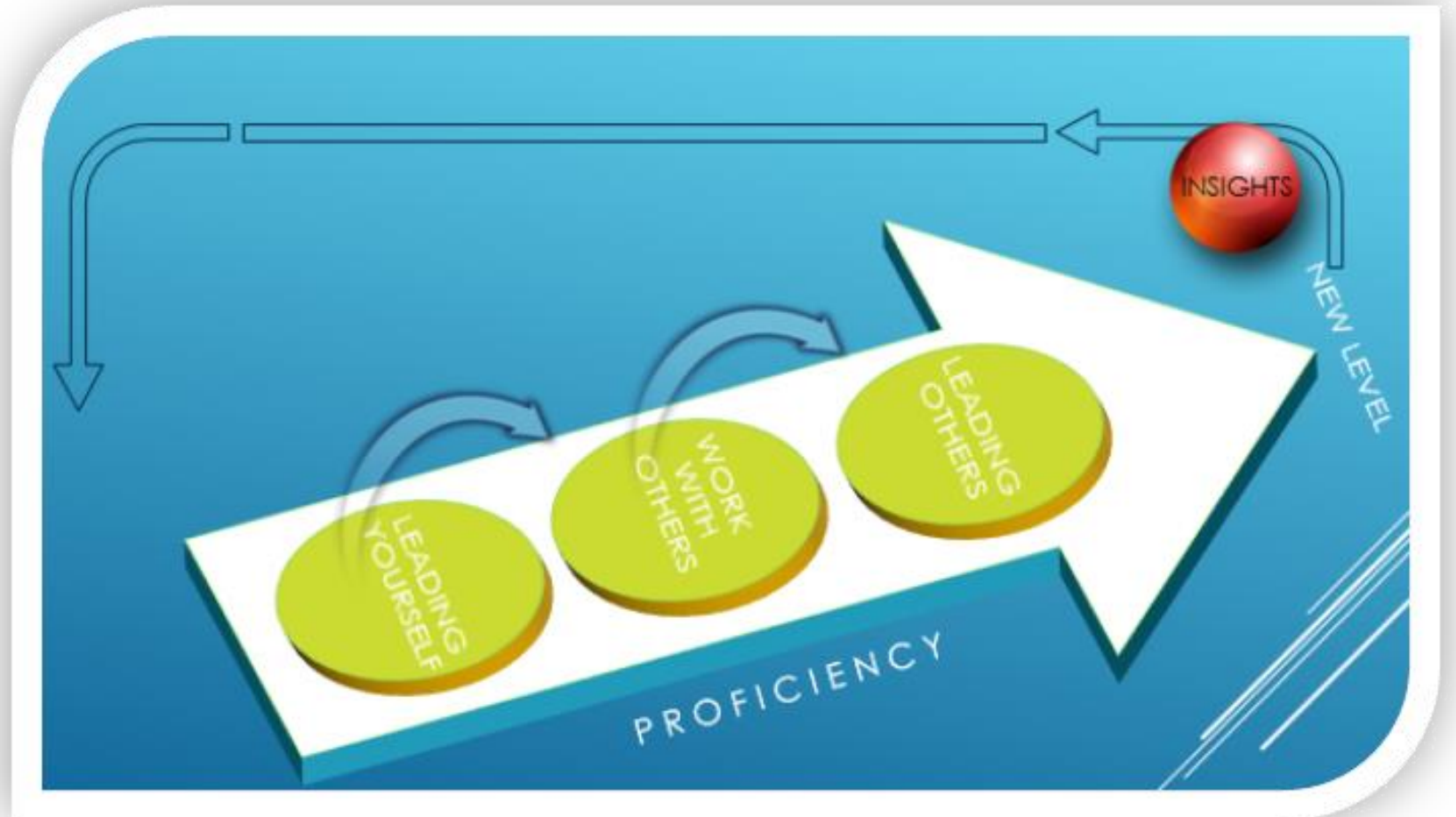
In a world wrought with flux, these need to be constantly fine tuned in sync with an ever- morphing environment. They need to be in-step with ever-changing demands of a new world order

Efficiency and Effectiveness

To use these terms interchangeably would be a mistake. Effectiveness deals with doing the right things while efficiency is doing things in a right way. The key would be to act upon those elements that have the greatest impact on the designated goal. And then to execute upon it with excellence. Effectiveness overlaid by Efficiency.

Inflexion Cycle

A leadership cycle that starts at an individual level that progresses onward to working with others and then eventually leading them. This is only possible when there is clarity, focus and discipline at level one which is progressively expanded to taking teams forward



Leadership: Structure and Delivery

Pre-Consult

This is the first interface between the key stakeholders and consultant. The consultant works on establishing key directional areas that he wishes the program to follow. This is a critical meeting that sets the tone for the intervention that follows.

The Key takeaways from this meeting are to select internal process custodians who will support the processes instituted.

Furthermore, establish and settle on-ground logistics for the intervention.



What is Leadership Quotient?

Leadership Quotient (LQ): The Diagnostic

Leadership is a perfect blend of *IQ* – Intelligence Quotient, *EQ*-Emotional Quotient and *XQ*- Execution Quotient.

The Leadership Diagnostic is constructed upon these foundational pillars.

Diagnostic

The Diagnostic is specific to an organization. It establishes the as-is situation within an Organization.

Organizations include all those who impact results.

This diagnostic targets specific and actionable data relating to those areas in the organization that can be improved.

The structure and content of the diagnostic lead to the intervention and ensures a curriculum and solutions based on empirical data.

LQ comprises of 22 questions (21 are multiple-choice questions and one which collects relevant information, is open-ended). The multiple choices pertain to behaviours that are indicative of success or suggestive areas of improvement and provide very specific and actionable inputs to managers to correct those behaviours.

The Diagnostic matches perception with reality and enables deeper insights between intuitively knowing something and the illusion of doing it.



Leadership Quotient (LQ): The Diagnostic

Roll Out

The Diagnostic is administered as an email based questionnaire. It is emailed to each participant individually as a separate link to their questionnaire, and the results are recorded collectively. The data collection process takes between 1-2 weeks depending on the number of participants.

It takes Ensemble 3 working days to compile the result into a packaged presentation, with cross-tabs and analysis.

Our clients keep target teams informed in advance of the diagnostic, take the necessary steps to enable administration from outside their organization's firewall, and prepare the grounds to collect a representative volume of responses to get the best possible results.

Confidentiality

Information collected via the diagnostic is presented to the client organization in summary form only. Clients can easily understand trends but cannot identify individuals or their responses.

Ensemble does not provide detailed individual responses to the client organization.

The diagnostic is run from 3rd party servers; the client organization's servers are not used for data collection.

In addition to these steps, we use widely accepted industry norms to ensure that summary data is never presented for a group of less than a certain number, to ensure individual participants cannot be identified.

All Data collected is subject to utmost confidentiality.



Leadership Quotient (LQ): The Diagnostic

Beneficiaries

The Diagnostic can be extremely valuable for managers seeking independent, un-monitored feedback on how their teams perceive Leadership Quotient(LQ) within their work environment.

It provides insight to managers who aim to improve specific areas of organizational or individual behaviour attributes that impact business performance.

By collecting empirical information from large, cross-functional audiences within the organization or team, it can help managers identify, address and measure change.

The diagnostic is a reality check. With its approach of using open and close-ended questions, it is invaluable in sorting perception from reality. The Leadership intervention which follows is based on the Diagnostic. It is customised to deal with specific issues rather than generic dissemination of information.

The LQ Debrief

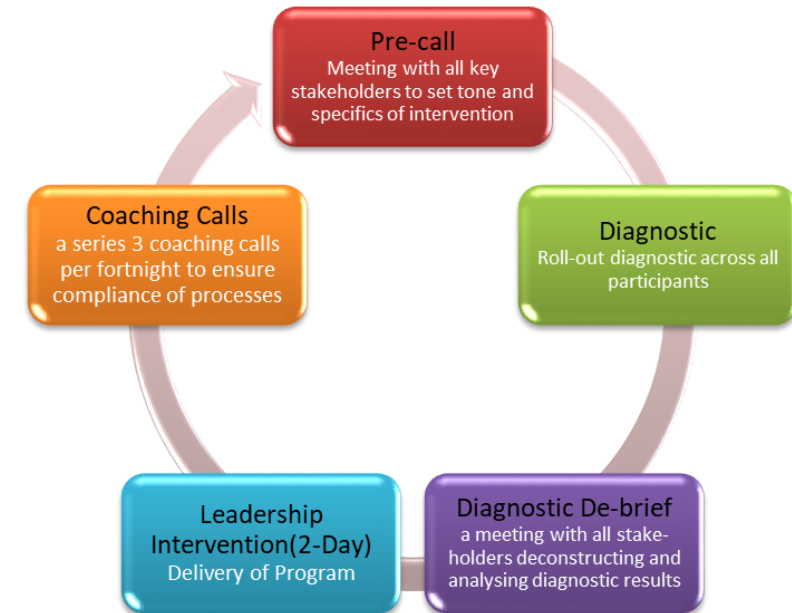
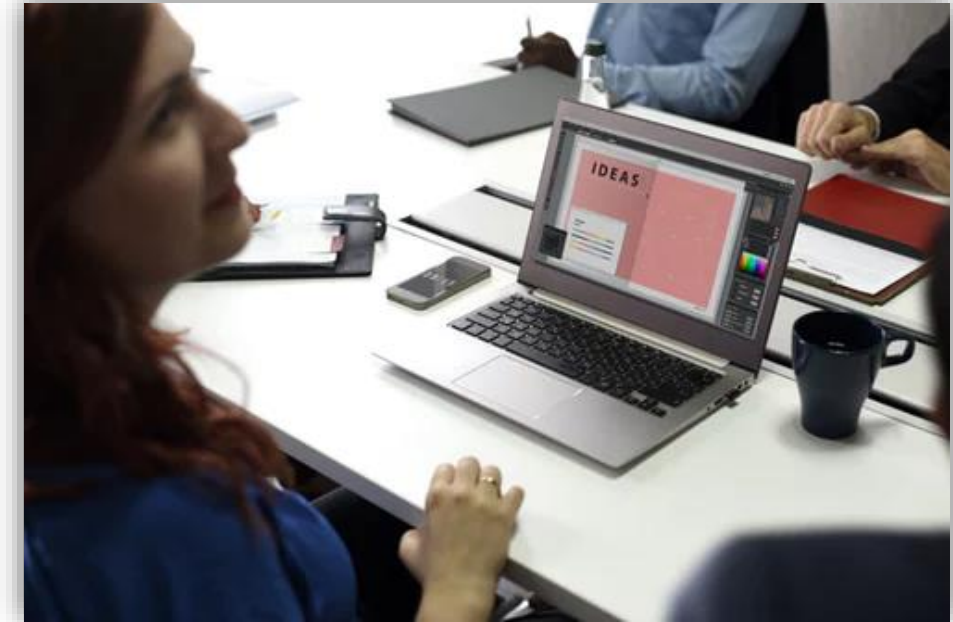
The debrief session is a meeting with the senior stakeholders. It is intended to reveal the current standpoint within the organisation; highlighting strengths and areas of development.

The entire intervention is customised to touch upon these key opportunity zones.

A brief analysis clearly enumerates the areas that need improvement and focus.

The curriculum makes a systematic approach to these areas leveraging strengths and resources within the organisation.

This is immediately followed up by the intervention.



DEEP DIVE

THE INTERVENTION

Beneficiaries

Approach

Each module creates the following:

1. A Change in mindset
 - Defining an existing and desired mindset/paradigm
2. Share a skill set
 - What needs to be overcome
 - Opportunity to reflect to make it real for participants in their own context
3. Provide a tool set
 - Help align with a principle
 - An example of how someone has done it
 - An exercise to write down what they will do



THE INTERVENTION

Beneficiaries

Agenda

Module 1 : Leadership Fundamentals

Managing vs. Leading
Leadership Mind-sets
Leadership Attributes
Leadership Styles
Leadership Competencies

Module 2 : Leading Yourself

Making the Right Choices
Clarity of Purpose
Prioritize important things
Accountability

Module 3: Working with Others

Building Trusted Relationships
EQ & EBA
Winning with others
Listening to Understand
Facilitate Path-breaking success



THE INTERVENTION

Beneficiaries

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Module 4: Leading Others

- Defining a clear purpose
- Aligning systems and processes
- Maximize potential
- Create a trusted environment

Tracking Progress

Companies can only hope to derive sustained and exponential results if they institutionalise key new initiatives. They must have a robust follow-up process which tracks progress through visible score-boarding.

People play differently when they are keeping score; teams & individuals are enthused perform when progress is projected visibly amongst peer groups and teams. It brings in accountability and apportions responsibility.

Key stakeholders nominate internal custodians who are responsible to drive process rigour internally. This ensures that progress is tracked every week and course corrections are made whenever required.



COACHING CALLS

Coaching Calls

The consultant maintains regular touch with the internal custodians of the process.

The aim is to ensure that process rigour is maintained and any obstacles to their fruition are removed as well as internally escalate issues for resolution.

Three coaching calls are held (1 per month) for three months.

This provides an opportunity to address any internal issues and ensure that results continue to emerge and process milestones are regularly met.



Conclusion

Leadership is the oxygen of every Organisation. A harbinger of positive and diverse values that nourishes and nurtures it.

Great Organisations are typified by Leadership and Vision that resonates across its levels.

The fast blurring world makes it incumbent on Organisations to invest its Leaders with clarity, focus & agility.

Pure strategy can only be meaningful if complemented by a robust execution regime. That is the call of the times.



Ensemble People Skills

For the first time in history, vision and agility are prerequisites to attaining relevance and therefore, growth and profitability.

In an ever-morphing world, customer behaviours are transforming markets at a blinding speed.

The key is to internalise certain principles that provide constant direction and relevance. At Ensemble, we curate and customise principle-based solutions.

Visit us today at : <https://www.ensemble-skills.com/>