

Redefine leadership and unlock the latent talent within your organisation.

*Leadership today is not about hierarchy. It is about influence.
A goldmine of untapped leadership talent exists within your organisation.
Let's unleash it.*

By Campbell Macpherson

Author of the 2018 Leadership & Business Book of the Year

Leaders exist at all levels of an organisation – whether they have direct reports or not. For in today's world of flattening organisational structures, virtual teams, hybrid working, outsourcing, partnerships and accelerating change, successful leadership is about influencing people across departments and outside of the organisation – to deliver the outcomes you need.

Yes, leadership is delivering results through people, but even leaders with vast hierarchies must be able to influence people outside of that hierarchy if they wish to succeed.

Leadership is not about management. It is about influence.

And yet in so many organisations 'leadership development' skills are only provided to people managers – leaving an untapped goldmine of potential talent undeveloped within the 'Engine Room' of the organisation.

Your technical specialists, your so-called 'low potential / high performance' professionals identified by the 9-box talent grid, your portfolio managers, your analysts, your IT techies, your HR specialists, your finance experts, your part-time workers, ... all possess latent leadership potential that too often remains unacknowledged and unrealised. Organisations may help them to develop their technical skills and progress their professional qualifications – but what about their ability to influence; their ability to lead; their ability to deliver exceptional results?

Every single one of these business-critical professionals needs to enhance their ability to influence others if they are to deliver the high-quality, sustainable outcomes that your business needs to succeed.

Every one of them needs to be able to 'lead with influence'.

The 'Leading with Influence' programme

Unlock the latent potential within your organisation



Leadership is the ability to influence people to deliver – whether they report to you or not.

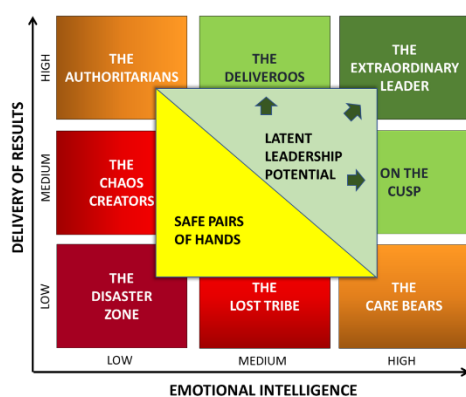
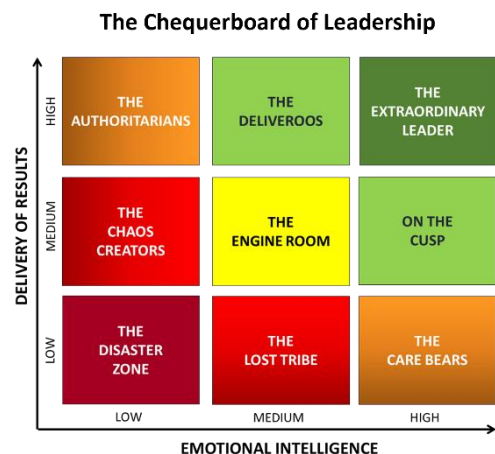
In my 25+ years of enabling a multitude of leaders to lead successful and sustainable change, I have come to the conclusion that extraordinary leaders possess two core, critical skills:

1. The ability to deliver sustainable results, and
2. The ability to influence, motivate and empower people (Emotional Intelligence)

Poor leaders possess neither of these skills.

Extraordinary leaders possess both - in abundance. And each different type of leader between these two extremes can be plotted on a simple matrix that I have called 'The Chequerboard of Leadership'.

It is a chequerboard because a leader's position on the board is not set in stone. No matter which square someone may occupy today, they do not have to be imprisoned in that cell forever, they can move northwards and/or eastwards as long as they are aware of their position on the board and possess the desire to change.



Within 'The Engine Room' (yellow square) are the leaders and managers that can sometimes be taken for granted – and yet they are the backbone of every business.

It is also the most populous square on the board – described by one CEO client as his “permafrost middle-management layer”. He was mistaken: his permafrost layer elsewhere - within the red squares.

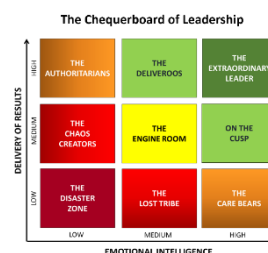
The 'Engine Room' is where opportunity can be found, for it contains two invaluable groups of people:

1. 'Safe Pairs of Hands' – competent managers that every business needs. And their leadership competence and effectiveness can be enhanced.
2. 'Latent Leadership Potential' – hidden leaders, often technical experts and professionals, whose development will deliver substantial returns for the business.

Our 'Leading with Influence' programme is designed to unleash the latent talent locked within your Engine Room of your organisation.

Module 1: Emotional Intelligence and the delivery of sustainable results

Emotionally intelligent leaders reach outside their team, department and organisation to obtain the information, insight and assistance they need to deliver high-quality outcomes that are sustainable. Module 1 helps delegates to develop their emotional intelligence and their delivery skills. It begins by asking them: Where would you place yourself on the Chequerboard of Leadership? Where would others place you? Where would you place their manager? Why?



Module 2: Putting EQ into practice: Difficult conversations and inter-dependencies

Developing the skill of conducting difficult conversations helps us to draw upon all elements of Emotional Intelligence and put them into practice – self-awareness, self-regulation, self-motivation, empathy and social skills. It enhances our ability to detach, to be objective – to rise above the emotions while treating the other person with respect and focus on the achievement of shared outcomes. This module will provide an introduction to this crucial skill.



Module 3: Leading and Embracing Change

If we are not leading change, we are not leading anything; we are merely managing the status quo. And as now know all too well, the status quo doesn't last for very long. We can all be our own change catalysts. Within each of us lies the power to change. This module draws from Campbell's award-winning books on the subject and the workshops he runs for Henley Business School and clients worldwide. Delegates will discover why 88% of change initiatives and business strategies fail – and how to lead the 1 in 8 that succeeds.



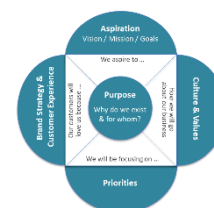
Wiley 2017



Kogan Page 2020

Module 4: Making cross-functional (and virtual) teams work

In this module, we explore the benefits, and challenges, of teams; the characteristics of high-performing teams; and ways of building these characteristics in cross-functional teams, often working in different locations. We explore the essential ingredients for highly effective teams and what it takes to be an effective team leader in a non-hierarchical world. We also delve deeper into one of the ingredients of success – building a clear, engaging and deliverable strategy, using our Strategy Framework.



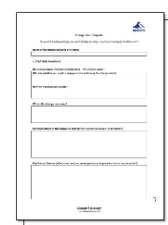
Module 5: Effective communication of technical subject matter

High-IQ specialists find it a challenge to communicate to 'lay-people' in a way that isn't laden with jargon or patronising. They need to display their expertise – but in a way that ensures understanding without 'dumbing down' the content. This module helps delegates to put themselves in the shoes of the intended audience - with respect; to clarify the key points they wish to make; and to learn how to summarise while retaining context.



Module 6: Your business change plan

Putting the learnings into practice is paramount. At the beginning of the programme, each leader will have selected a business-critical objective or initiative for which they are responsible. During module 6, each delegate will present their change plan to their peers for awareness and constructive comment. This final workshop will be a full day workshop with presentations separated by breaks and exercises. They will emerge from the programme armed to put their new-found skills into practice – and deliver.



1:1 mentoring sessions between each module

Each delegate will receive 1:1 mentoring throughout the programme from a Change & Strategy International professional. They will also receive a year's membership of The Institute of Leadership & Management.

Change & Strategy International

Change & Strategy International (CSI) runs a range of programmes, workshops and consulting interventions that enable CEOs and leaders to fulfil their personal potential, the potential of their people and the potential of the business.

CSI's Principal, Campbell Macpherson, is an award-winning author, keynote speaker, international business advisor and change expert. He and his team of associates help leaders align their people to a clear strategy, build extraordinary leadership teams, build change-ready cultures and lead the delivery of successful, sustainable change. He is an Executive Fellow of Henley Business School.

Campbell's guiding philosophy? Companies contain a wealth of untapped potential in their people, their leaders and their leadership teams. Leadership is about influencing and leading change. It is about helping people to want to change, for change is not about systems, processes, spreadsheets, business models or balance sheets - it is about people.

As well as advising organisations worldwide large and small, Campbell has held senior executive positions including Senior Advisor of the Abu Dhabi Investment Authority, Strategy Director of Zurich Life across Asia, ME and Latam, HR Director of the 1000-person Sesame, Marketing Director of Virgin Wines and eBusiness Head of the AMP Group. He was a change expert in Andersen Consulting (Accenture) and the founder of one of Australia's first multimedia companies. He started his career flying jets (badly) in the Royal Australian Air Force.

He is on the books of several keynote speaking agencies across the UK, US and Australasia, and has given speeches around the world – NYC, London, Las Vegas, Singapore, Sydney, Nice, Helsinki, Palm Beach, Frankfurt, Zurich and across the UK.

Campbell is the author of three books – and runs workshops and programmes on each of them:

- 'The Change Catalyst' (Wiley 2017), which won the leadership category and Business Book of the Year at the inaugural 2018 Business Book Awards. It is about leading change.
- 'The Power to Change' (Kogan Page 2020), which was a Highly Commended Category Runner Up in the 2021 Business Book Awards. It is about embracing personal change.
- 'You: Part Two - thriving in the second half of your life' (Hachette 2021), co-authored by his yogi wife, Jane. Together, they appeared at the 2021 Cheltenham Literary Festival. They use content from the book to help organisations empower their invaluable Second Half employees and forge even closer relationships with their lucrative Second Half customers.

