

## Developing Leadership Skills Case Study – The Emerging Leaders Programme

*mch* was engaged by a national support organisation to develop future leaders in the sector. Despite the complexity that can often surround leadership, *mch* focused on a very simple model for development:



Adapted from Boyatzis' Theory of Self-Directed Learning. Cited in *The New Leaders*, D. Goleman, R. Boyatzis, A. McKee

Increasing the positive impact of individuals and third sector organisations through staff development.

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Registered in England and Wales no. 54455273

Development was assisted through four main experiences:

## 1. Leadership Intrinsic

Participants received training in key leadership competencies such as:

- Emotional Intelligence
- Strategy
- Leadership Styles

## 2. Action Learning



Each participant had the opportunity to present a problem to the group. Using a facilitated action learning process, the group helped each individual to gain perspective and clarity in relation to the *real* problem they were facing (as often the initial problem was a symptom of a more profound issue). Through careful questioning, rather than advice, the group also assisted the individual to develop the steps required to solve their problem.

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### 3. Mentoring

Each participant had the opportunity to be mentored by an existing leader in the sector, for the duration of the programme.

### 4. Leadership Experiences

A series of guest speakers gave their perspectives of leadership. Some shared their leadership journeys, while others provided insights into the key traits trustees are looking for when recruiting leaders.



The programme helped participants answer the fundamental question of;

*'Do I really want to be a leader?'*

It also gave several participants the skills and confidence to transition into leadership roles during the course of the programme.

Several years on, the programme is still delivered and its consistent success and impact has led to it being expanded to multiple locations.

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