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Leadership program Strawman (real example)



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What we heard

XXXXX has grown exponentially in the last 18 months, with several strategic acquisitions and has approximately 100 acquired leaders across its new portfolio of companies.

XXXXXX sees culture as a competitive advantage. These leaders have

Different

Functional and service expertise

- Technology and tools
- Industry verticals
- Operational & planning capabilities

Leadership Styles and Managerial Experience

- Experience of scale – and growth
- Consultative & client-centric
- Collaborational & cross-functional

Educational & Training Backgrounds

- Formal education
- Certifications – and specialised learning

Culture and geographical diversity

- Regional roots and Global reach- various cultural norms
- Organisational cultures

** see appendix(i) Research New Leaders fears (page 13)

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What we heard

XXXXX would like to embrace the diversity of its leadership new cohort (its cultural competitive advantage)

And Create :

- A common XXXXX leadership language and culture
- A self-development culture for its leaders
- A platform for self-development
- A HIGH-PERFORMING group of leaders
- A feedback culture
- A cross-learning culture
- An effective and efficient remote leadership cohort

With a desire to understand

- All leaders are coming from different “starting points”
- All the leaders’ individual and collective strengths and core capabilities

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Modular and flexible

- 3Qetc would like to co-create a modular and flexible leadership and development platform which includes the following Key pillars:-
 - The self-Audit – diagnostics and assessment
 - Functional mapping (charting each leader's depth in specific solutions, industries, and operational domains.
 - Customised individual learning paths
 - Educational development and cross learnings Workshops (see appendix ii)
 - Shared language and culture building – a unified leadership charter- co-creating shared guiding values, collaboration expectations and 200% accountability
 - Facilitated peer learning and reflection – cohort-based workshops
- 3Qetc would facilitate “data” surveys and analysis (we have a suite of leadership surveys to be potentially “ tweak xxxxxx”)
- Continuous feedback and and monitoring
- Support and supervision

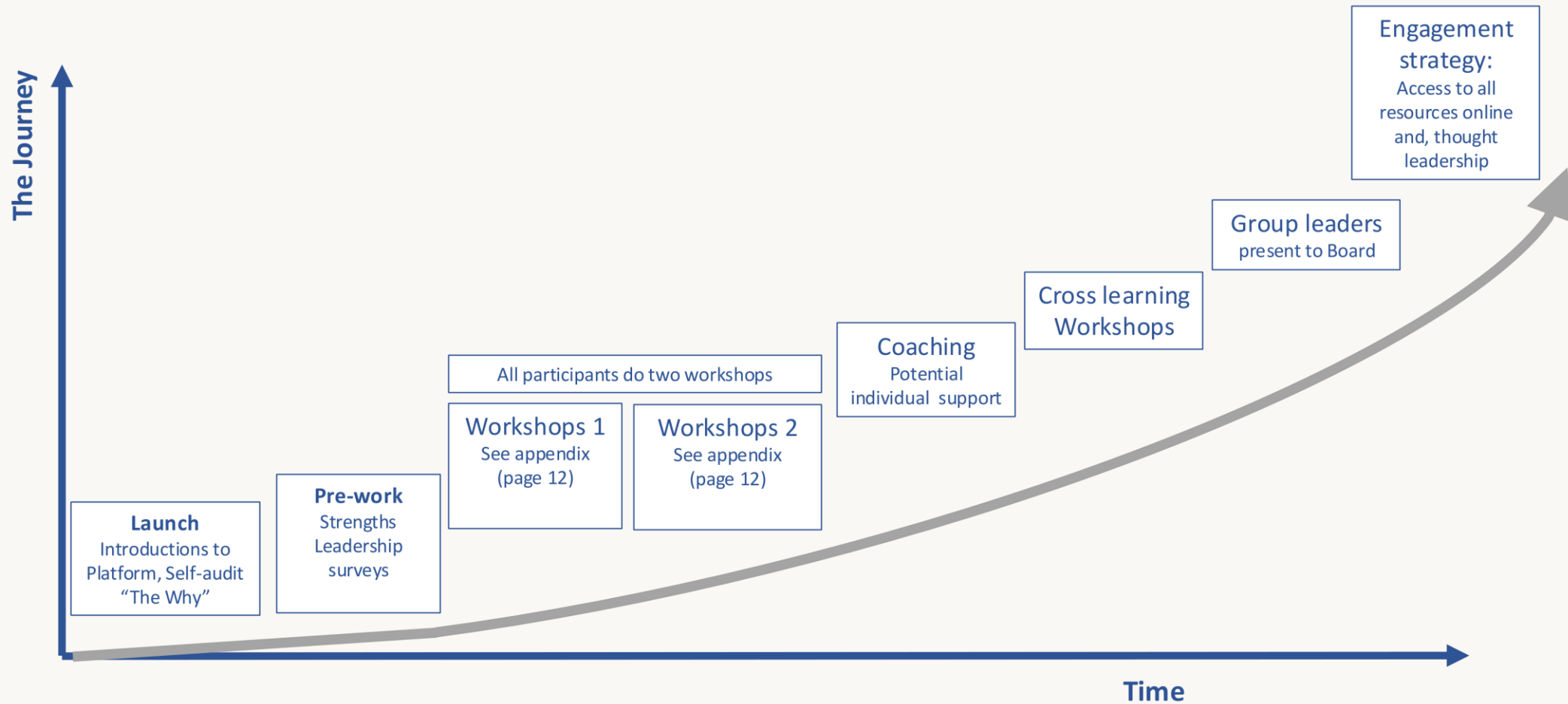
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Why this works

Objective	How achieved
Preserve domain strengths	Custom tracks honour each leader’s functional, cultural, and methodological expertise.
Build a shared identity	Shared language, values, and cross-cultural forums foster unity and mutual respect
Accelerate integration impact	Peer learning and stretch projects encourage collaboration and joint ownership across acquisitions
Develop adaptive leaders	Exposure to diverse challenges and education broadens leadership repertoires. (increase self-awareness, self-audit) Creates a platform for growth for leadership

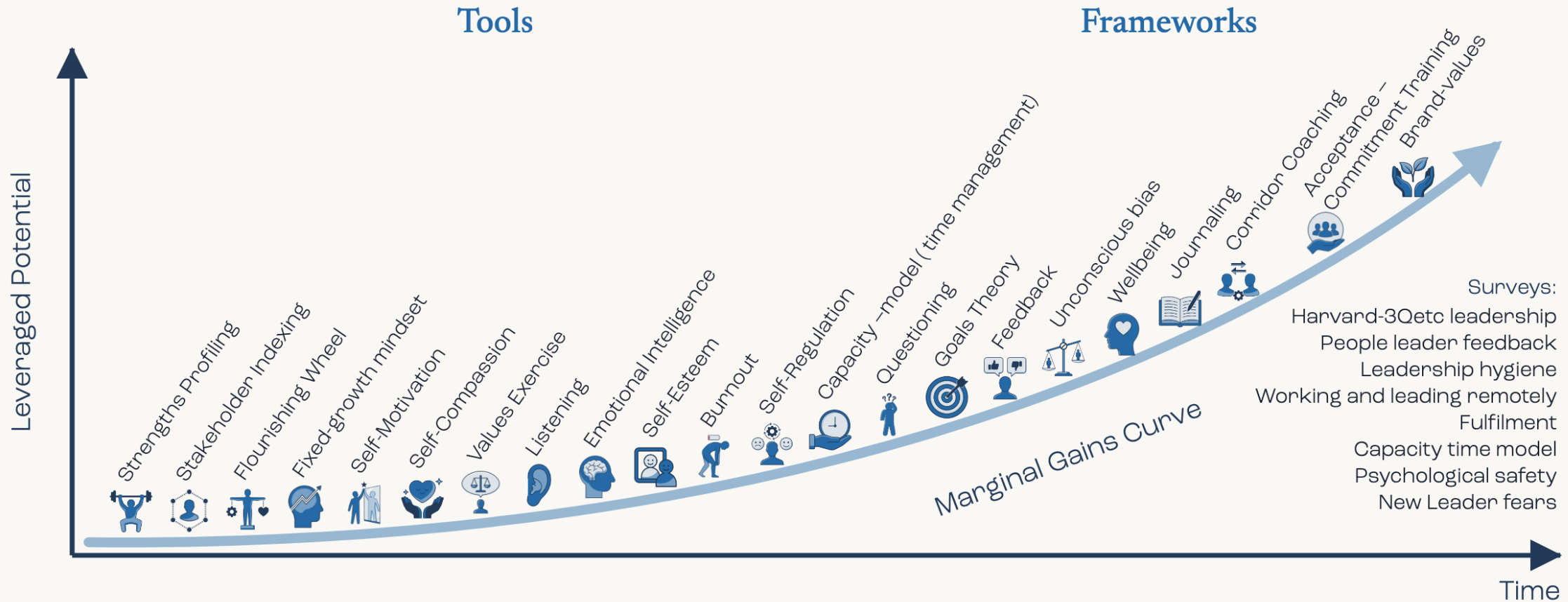
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A co-creation – “Strawman” 6 months



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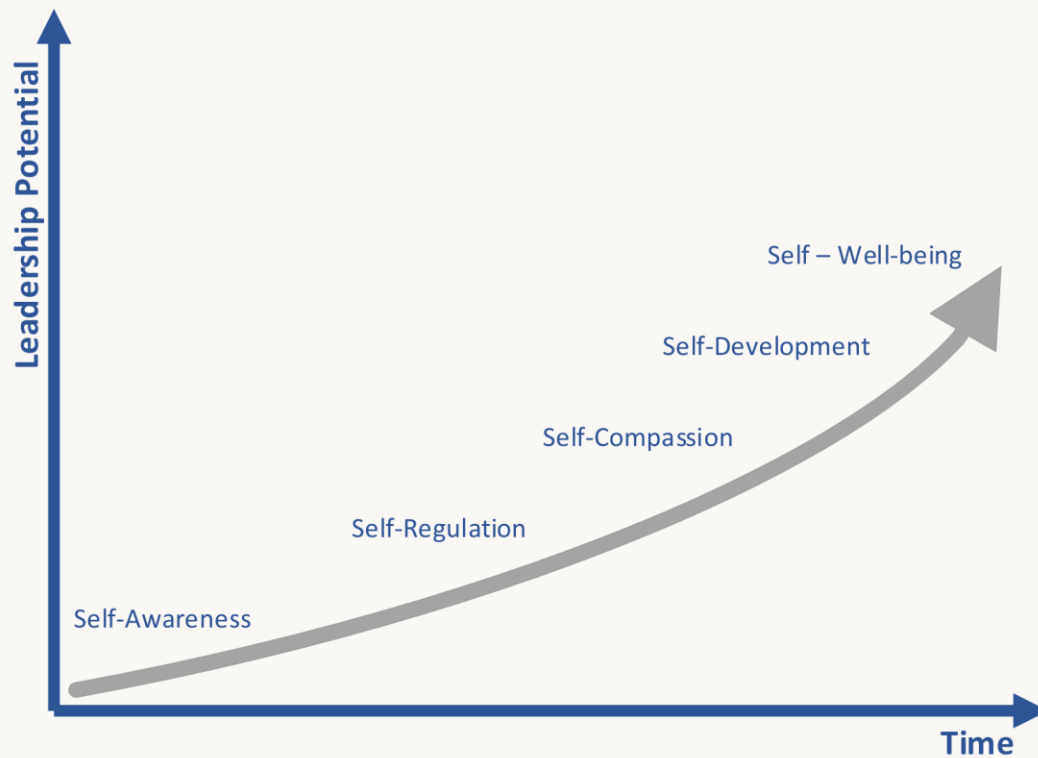
The Tools and Frameworks



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The mindful leader

The Internal journey



The External journey



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3Qetc Surveys



Harvard / 3Qetc leadership survey



People leader /Manager feedback survey



Leadership Hygiene Survey



Working and leading from home Survey



Fulfilment Survey



End of coaching assignment survey



Mentoring program Mentee feedback survey



Mentoring program Mentor feedback survey



Capacity Model –Time Management survey



New Leader fears survey

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Proposed Next steps- The co-creation

1	LAUNCH – PRE-WORK-Conduct an intake survey/assessment to capture each leader's background and developmental needs
2	Design modular learning offerings, balancing self-directed and cohort-based delivery.
3	Select program champions+ GROUP LEADERS, including senior executives and high-potential acquired leaders to co-design courses.
4	Pilot with a small diverse cohort, refine based on feedback, then scale broadly.
5	Monitor outcomes continuously–employee feedback, integration milestones, cross-functional collaboration metrics.

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Appendix

i	New Leaders fears
ii	Development workshops
iii	Potential cadence 6months
iv	The self Audit
v	ICE leadership model
vi	Data analytics (including example of 400 executives – blind spots high-performing teams)

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New Leader Fears

Here's a synthesis of **20 common fears/issues new leaders present with**, grounded in the evidence-based leadership research (Burns, Bass, Clutterbuck, Treviño, Harrison, Amundsen, Kouzes & Posner) and similar scholarship. These are grouped into **five thematic categories** so you can notice the patterns and their theoretical roots.

1. Identity & Self-Perception Fears. (Links to Kouzes & Posner's credibility work, Amundsen's self-leadership, and Imposter Syndrome literature)

1. **Imposter Syndrome** – “I’m not good enough to lead; they’ll find out I’m a fraud.”
2. **Never Led Before** – No past leadership role to draw on for confidence.
3. **Never Been Formally Trained in Leadership** – Fear of “not knowing the rules.”
4. **Fear of Being Judged** – Worrying that every decision is scrutinised by peers and superiors.
5. **Fear of Losing Authenticity** – Concern that adopting a leadership persona will make them seem fake

2. Skills & Capability Gaps (Bass's transformational leadership competencies, Clutterbuck's mentoring research)

6. **Difficult Conversations** – Avoidance of conflict, performance feedback, or tough calls.
7. **Delegation Anxiety** – Fear that handing work over will lead to mistakes or loss of control.
8. **Decision Paralysis** – Worry about making the “wrong” decision and damaging credibility.
9. **Time Management Overload** – Feeling buried in tasks with no space for strategic thinking.
10. **Lack of Coaching Skills** – Unsure how to grow and empower team members effectively

NOW a new survey to evaluate and help the development of new leaders

3. Relationship & Team Dynamics Concerns (Burns's transformational leadership, Harrison's interpersonal dynamics)

11. **Leading Former Peers** – Navigating the shift from “colleague” to “boss.”
12. **Building Trust** – Unsure how to earn respect quickly in a new role.
13. **Managing Resistance** – Handling pushback from experienced or senior team members.
14. **Fear of Not Being Liked** – Overcompensating to maintain harmony at the expense of accountability.
15. **Cultural & Diversity Sensitivity** – Fear of making mistakes in inclusive leadership.

4. Ethics & Organisational Politics (Treviño's ethical leadership, Burns's moral leadership)

16. **Navigating Organisational Politics** – Unsure how to balance integrity with political realities.
17. **Ethical Dilemmas** – Worry about being pressured to compromise on values.
18. **Hidden Agendas & Power Plays** – Fear of being blindsided by stakeholders.

5. Change & Performance Pressures (Kouzes & Posner's challenge-the-process, Bass's change leadership)

19. **Fear of Leading Change** – Anxiety about mobilising people through uncertainty.
20. **Performance Pressure** – Feeling the weight of delivering results quickly to “prove” capability.

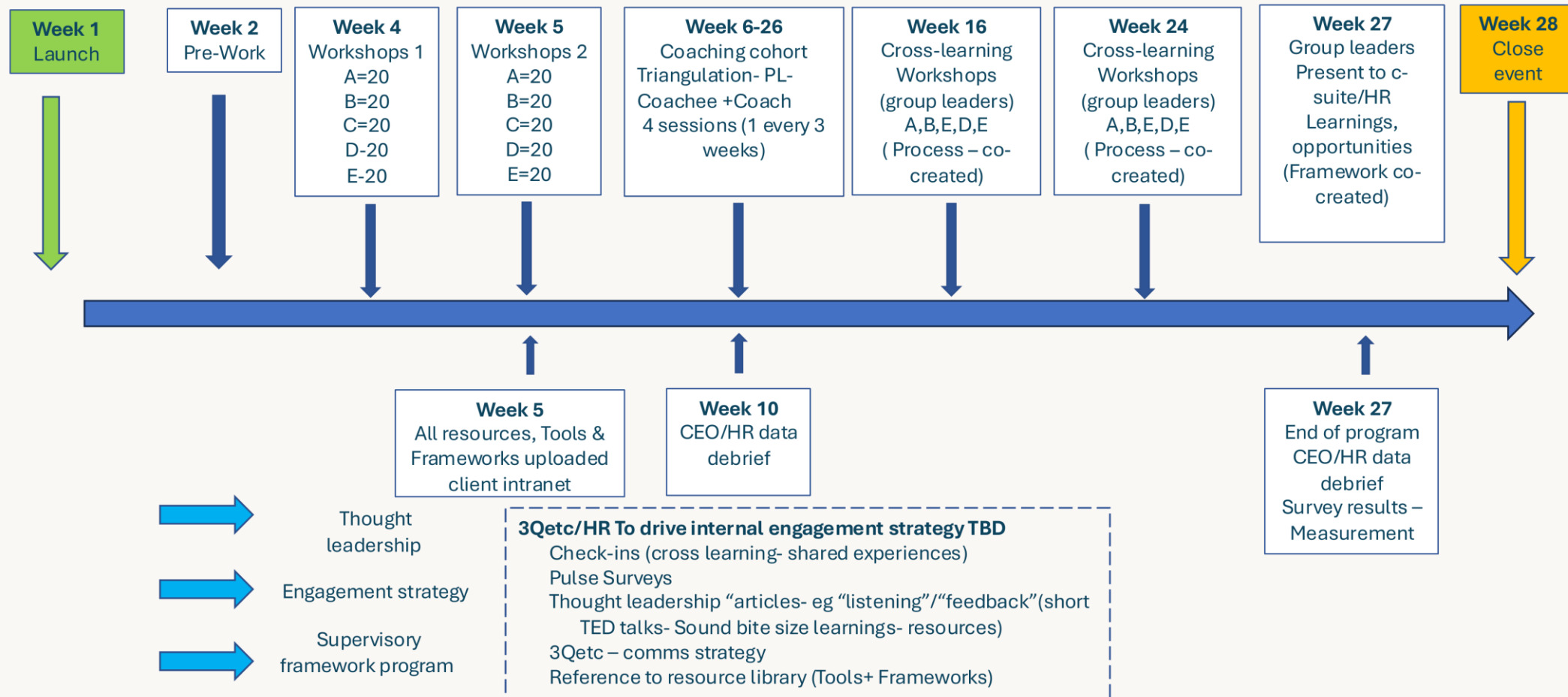
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Development workshops

PRE-WORK All Participants do prior ■ Online strengths assessment ■ All share with the direct reports People-leader feedback survey for completion prior & return ■ Complete and return Working and leading from home survey for completion prior & return	Other surveys done in workshops. ■ Leadership hygiene survey ■ Harvard3Qetc leadership survey ■ Stakeholder Map ■ Well-being flourishing wheel
Workshop 1 All participants ■ Leadership styles / what leaders are being coached in ■ Internal and External journey ■ Introduction to strengths – “Self-awareness” (reports for individuals) ■ Best version of self through a strength’s lens ■ Understand blind spots ■ What the data shows us (400 executives – the benchmark) ■ How our company compares ■ High performing teams ■ What is our opportunity ■ The self-Audit ■ Introduction to Tools and Frameworks and all resources (individual) ■ Context of Workplace the challenge ■ Stakeholder map exercise	Workshop 2. All participants ■ Leadership hygiene exercise ■ Clear structure & Clarity of role ■ KPI-development goals ■ 1:1 meetings ■ Team meetings ■ 2-way feedback ■ Accountability ■ Strategic thinking: where do I spend my time ■ Motivation of self and others ■ Language Style /communication ■ Scaling – delegation and driving Accountability ■ Well-being mental health – responsibility as a leader (Intro to tool) ■ What the data shows us, “working and leading from Home” survey (client data) ■ Last reflection exercise of 2-days, 15 mins with all relevant survey’s & exercises, what 3-4 goals am I going to work on and commit to for my coaching assignment with my leader and coach

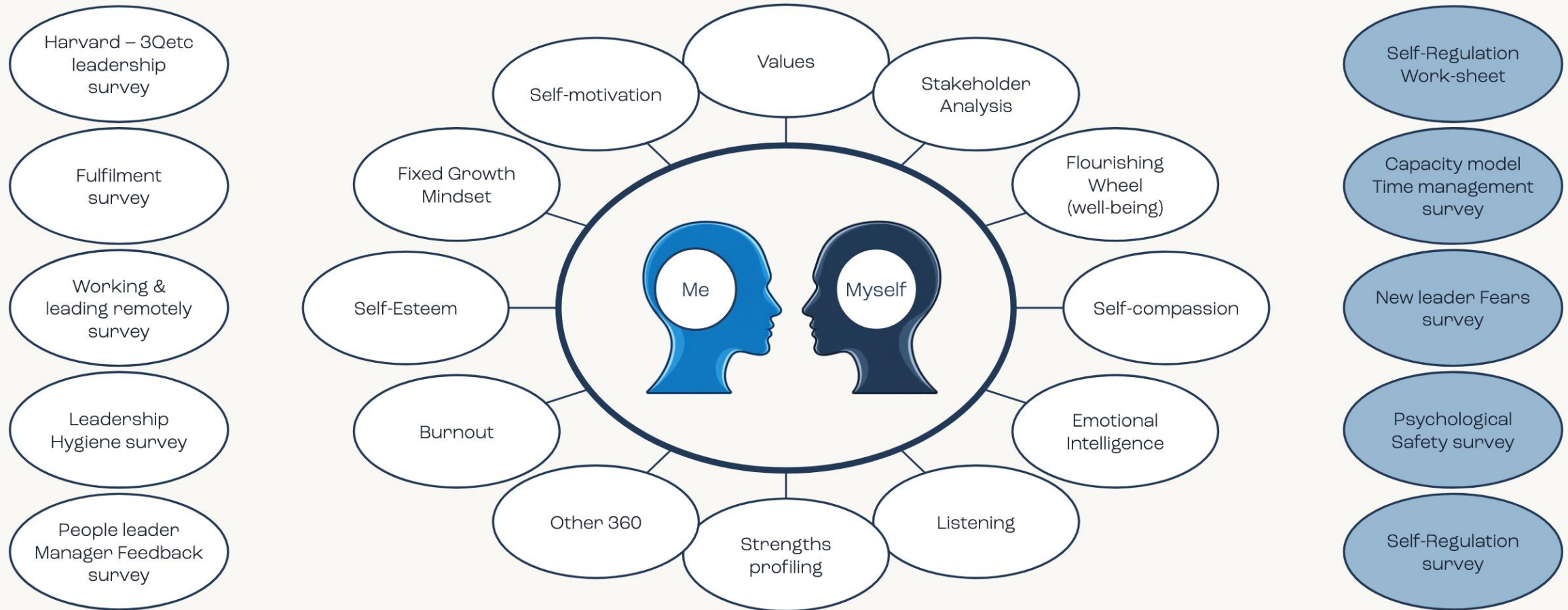
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Potential Cadence of program (6Months)



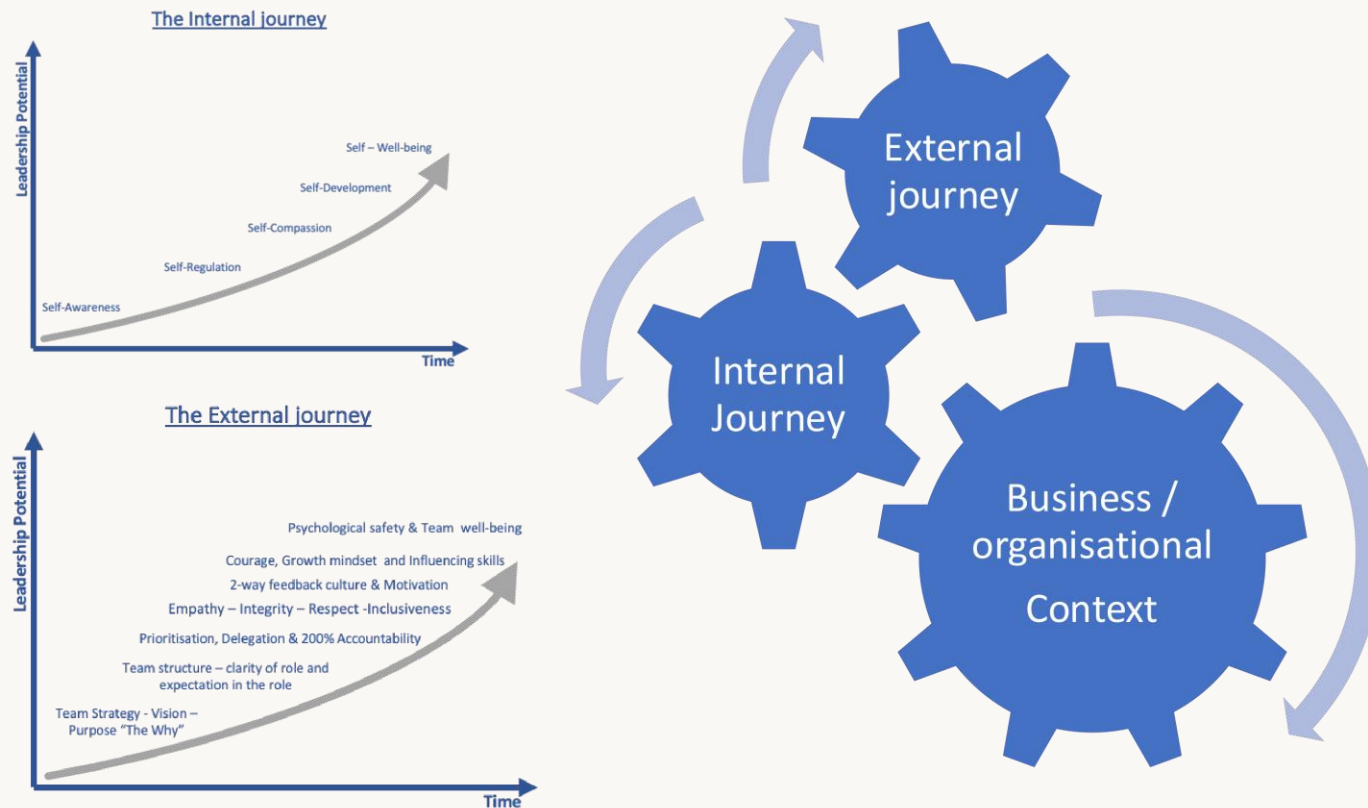
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The Full Self-audit



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I.C.E. Internal journey & Context & External Journey Leadership model



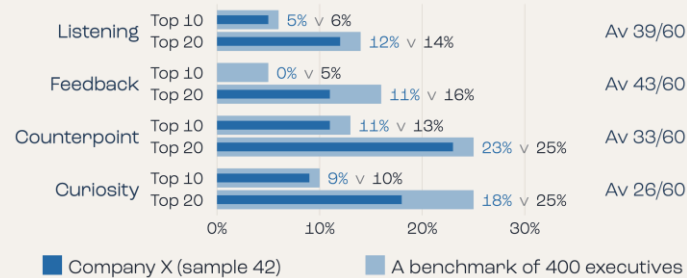
Context

- Organisation's strategy, Vision, purpose "The Why"
- Organisational Culture & Values
- Leadership Hygiene
- On-boarding
- Development – Training
- Collaboration & Innovation
- Internal & External Stakeholder Management
- VUCA environment
- Customers & Clients
- Growth & Performance
- Technology
- Data insights - AI

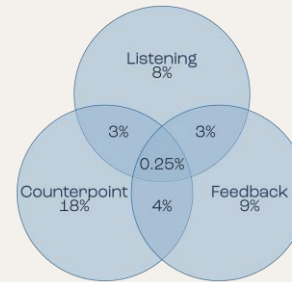
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Our data, analytics & insights

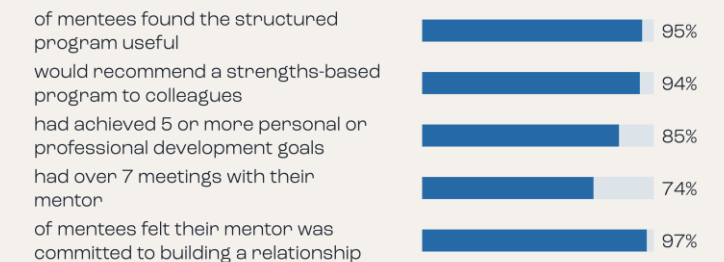
A benchmark of 400 executives v Company X (sample 42)



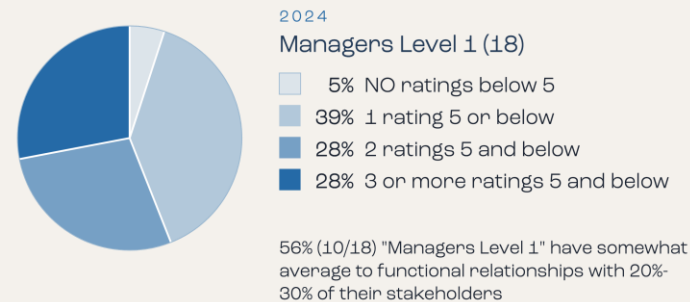
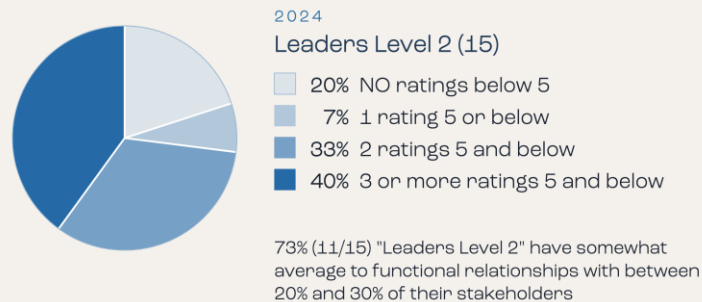
% distribution of participants that had these communication strengths in their top 20 Strengths. Sample size: 400 executives



End of 12-month mentoring program client survey (150 participants)



Stakeholder relationship mapping data



The Leadership Lens: What 39 Leaders Told Us

Insights from 39 leaders following a leadership development program with 1:1 coaching. Exploring performance improvements, business risks and opportunities over the next three years.



The takeaway: Collaboration, leadership and aligned incentives unlock potential.

Scores reflect the relative importance of each theme, not respondent percentages.

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Strengths Survey- High performing teams – Blind spots- 400 executives

CAPPFINITY online strengths test.
60 strengths across four domains
(realised and unrealised
strengths, Learned behaviours
and weaknesses) and split 60
strengths also across five families :

- Communicating
- Being
- Motivating
- Relating
- Thinking

Sample:

- 9 Organisations
- 400 Executives
- CEOs, GMs , MDs , Leaders,
- 61% male. 39% female

Conclusion

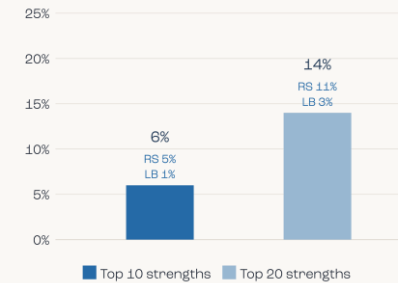
- Observations in the communication family, listening , feedback and counterpoint are extremely poor.
- Implications on the performance of leadership and high-performing teams
- Constructive work to be done on communication, language, and two-way feedback culture
- Work to be done on self-awareness of leaders

Example – output of strengths report summary:

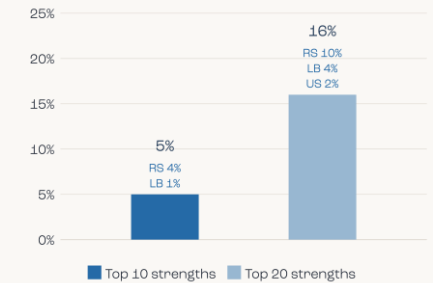


A sample of 400 executives:

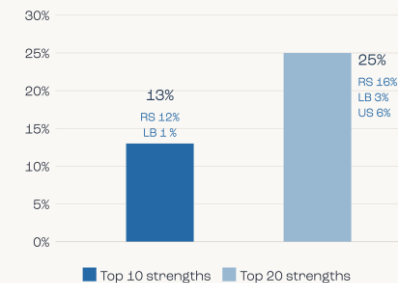
% of Participants with **Listening** in top 10 and 20 listed strengths



% of Participants with **Feedback** in top 10 and 20 listed strengths



% of Participants with **Counterpoint** in 10 and 20 listed strengths



% of Participants with **Curiosity** in top 10 and 20 listed strengths

