



Leadership
Development
Program Outline

**EVOLVED
STRATEGY**



We are a leadership development and business consulting firm dedicated to empowering organisational leaders to run successful businesses, to evolve as leaders through effective growth and development work, to think strategically, and to engage meaningfully with business and life.

We support leaders to craft or refine a meaningful and inspiring organisational strategy, to create strong engagement and commitment from their team towards the strategic direction of the business, and to implement the business strategy successfully over a reasonable timeframe.

We guide senior leaders to embody an evolved style of leadership that includes a high degree of emotional intelligence. This work includes understanding leadership styles and how to motivate teams for high performance.

David McDermott is the CEO of Evolved Strategy and the host of the Evolved Leadership Podcast. He is a former 2nd Road consultant with over two decades of experience coaching and consulting to organisational leaders across a wide range of industries. David is a leader called upon by leaders and has worked with many top-level senior executives and business owners in the SME and corporate sectors in Australia, as well as large social sector organisations.

David was the Founder and CEO of Lucca Leadership Australia, a transformational coaching and leadership development organisation which trained some of the most successful entrepreneurs in Australia today.

Some of our corporate and social sector clients include Visionstream, Charter Hall, RACQ, Spencer Stuart, Port Waratah, Sea Shepherd Australia, Opportunity International Australia, Transport NSW and FACS NSW. Examples of our SME clients include Key Commerce, Emerald Coaches, Surf Lakes, Franchise Simply, Urban Green and Smile Art Lab.

SOME OF OUR CLIENTS



The objectives for the Leadership Development Program are to:

- Provide each leadership team member with a proven framework and strong understanding of their own natural leadership style, how to adjust their leadership style to suit particular contexts, and what leadership styles to focus on for their own growth.
- Support each leadership team member to understand and cultivate the five domains of emotional intelligence, to be able to respond to leadership challenges more effectively.
- To grow a high-performing leadership team, who understands the importance of and demonstrates the qualities of building trust, addressing conflict effectively, and strong accountability for action.
- Provide a regular space for open group coaching with the leadership team, when needed, including strategic conversation either at the level of overall organisational direction or by business division as relevant.

Leadership Development Program

The methodologies and key program elements that will be involved in the delivery of the Leadership Development Program include:

- A focus on experiential learning, to deeply embed the theory of each particular module. This will involve each member of the leadership team attending in-person fortnightly modules of approximately 2.5hrs duration, for a 6-month period.
- Initial meetings with the client sponsor and review conversations at appropriate points through the program as needed to ensure the content and experience being delivered is in strong alignment with the leadership development objectives of the leadership team as a group, and for each individual leader.
- A printed workbook for each module that participants will collate in one overall folder to use throughout the program for the purposes of personal reflection and accountability. The workbook includes a summary of content for each module and a set of specific tasks to apply module content, bringing learnings, observations and questions to the next module to review and discuss.
- Utilising 360 and other anonymous feedback processes at appropriate points in the program journey. This will involve each leadership team member completing a short survey on their perspectives regarding the leadership performance of their program peers.
- Stimulus material and short practical assignments will be a core part of the program experience. This will involve participants receiving relevant content prior to particular modules as a stimulus to the content, tasks to put the theory into action following each module, and review conversations at the commencement of each module to discuss learnings, challenges, and any other relevant needs at the time.

EMOTIONAL INTELLIGENCE

The first program pillar takes participants through the five domains of emotional intelligence, drawing on the work of the world-renowned behavioural science psychologist Daniel Goleman. Modules include:

Module 1: Self-Awareness

Cultivate the ability to recognise and understand your moods, emotions and drives, as well as their effect on others.

Module 2: Self-Regulation

Work on controlling or redirecting disruptive impulses and moods, as well as developing the propensity to suspend judgment and think before acting.

Module 3: Motivating Self & Others

Understand how to apply the fundamentals of effective motivation, both individually as a leader and with those you lead.

Module 4: Empathy

Cultivate the ability to understand the emotional makeup of other people and skilfully treat people according to their emotional reactions.

Module 5: Social Skills

Develop your proficiency to effectively manage relationships and build productive networks, by cultivating the ability to find common ground and build rapport.

LEADERSHIP STYLES

The second program pillar draws on the work of leadership experts Hersey & Blanchard and focuses on understanding how to choose the right leadership style to suit a particular context. Modules include:

Module 6: Leadership vs Management

Understand the distinction between leadership and management, and be able to discern when a situation calls for leadership and when a managerial approach is more appropriate.

Module 7: Situational Leadership

Present the fundamentals of the Situational Leadership model, including understanding your dominant and secondary leadership styles.

Module 8: Transactional Analysis

Understand the stages of the Transactional Analysis framework with a focus on eliminating poor communication and unproductive relationships to be a better leader, colleague and communicator.

Module 9: Understanding Your Team Members

Learn how to adjust your leadership style as needed to suit a variety of team member types as well as a variety of particular contexts.

HIGH-PERFORMING TEAMS

The third program pillar focuses on building a culture of high performance within the leadership team, addressing the five dysfunctions of a team as defined by business management guru Patrick Lencioni. Modules include:

Module 10: Building Trust

Address and eliminate the fear of being vulnerable, that prevents team members from building trust with each other.

Module 11: Mastering Conflict

Learn proven methodologies for conducting productive ideological conflict within the team, rather than preserving artificial harmony.

Module 12: Achieving Commitment

Understand how to create the clarity and buy-in that enables team members to make necessary decisions and sticking to them.

Module 13: Embracing Accountability

Address the interpersonal discomfort that prevents team members from holding each other accountable for their behaviours and performance.

Module 14: Focusing On Results

Ensure the team is firmly focused on collective success, not the pursuit of individual goals and personal status.

Examples of some of our client outcomes include:

- **The Head of Ecommerce at Nespresso** became more communicative with her peers, realising conversation was often more effective in solving problems than sending emails.
- **The Chief Information Officer of property investment group Charter Hall** accelerated her achievement of personal and professional goals and realised how to connect the two for a greater sense of purpose and wellbeing.
- **The Head of People at marketing services provider Salmat** transitioned smoothly into a new senior executive position and effectively resolved challenging internal staffing issues within the organisation.
- **The Head of Communications at Transport NSW** felt more confident to make decisions and assert different views with peers and senior managers. This led to a significant increase in the engagement levels of team members.
- **Port Waratah Coal Services: Global Coal Export Operator.** We ran team engagement workshops for the entire PWCS team over a period of 2 years, supporting the leadership team to engage the whole company in the new organisational strategy and direction.
- **Visionstream: Telecommunications Network Construction Services.** We ran a comprehensive strategic conversation process for Visionstream, who are Telstra's largest contractor and built the NBN network. As a result of our work, a range of innovation opportunities were identified, as well as cost reduction opportunities where inefficiencies were reducing profits.
- **Department Of Communities & Justice NSW (formerly Family & Community Services NSW): Child Protection Agency for the NSW.** We facilitated multi-stakeholder strategic conversations for a diverse group of not-for-profits and government agencies in the child protection space. One of the innovation projects that came out of the strategic process was the Central Coast Multi-Agency Response Centre, which brought a range of services under one roof and was a prize winner at the Good Design Australia Awards ceremony.

Examples of some of our client outcomes include:

- **Key Commerce: Digital Marketing Services Provider to Ecommerce stores.** Less than halfway through our coaching program, Key Commerce achieved monthly revenue amounts that were two to three times what they were when we began our work together. They now have a waiting list of clients who want to work with them and have raised their fees to a premium level. Our original client, the owner of Key Commerce, has stepped out of the business to travel the world while enjoying a healthy profit. A new CEO is in place, continues to grow the business very successfully. The focus now is growing the business to sell for USD\$10m when this valuation is achieved.
- **Emerald Coaches: Bus and Coach Services in Central Queensland.** We worked with the business owners and leadership team in both a coaching and consulting capacity. We facilitated a comprehensive strategic planning process, identifying new opportunities to pursue such as luxury charter services. We helped to establish e-Mission Zero, a flagship project at Emerald Coaches that has a vision of replacing the entire fleet of 120 diesel-powered vehicles with hydrogen fuel cell technology by 2040.
- **Surf Lakes: Wave Production Technology Provider.** We facilitated a strategy development process for Surf Lakes, and delivered both individual and group executive coaching and leadership development programs to the executive team. As a result of our engagement, the leadership team cohered strongly around their global expansion objectives, with clarity on what the milestones needed to be along that journey and by when they were going to be achieved. Individual leaders increasingly operated at the level of strategic thinking, with very strong results on progress with achieving agreed objectives.
- **Opportunity International Australia: A Microfinance Lending Charity.** We coached several senior executives at OIA. We ran coaching training workshops for the Australian group of People Managers, training them to develop their coaching skillset to be able to better coach their teams for high performance.
- **Port Of Newcastle: World's Largest Coal Export Port.** We ran co-design training workshops for a range of divisions within PON. Attendees were trained in the ability to find innovative solutions to organisational challenges using a collaborative approach.