

HORIZON

NUCLEAR POWER

Senior Manager Leadership Development Programme (SMLDP)

The aim of the SMLDP is to enable participants to become game- changing Horizon Senior Leaders through:

- Mastery of emotionally intelligent leadership by deepening self-awareness of their impact on others
- Building, leading and developing a high performing team
- Leading effectively across the organisation beyond their functional teams
- Preparing for future leadership roles

The structure of the programme is a Launch Event attended by programme participants and the Horizon Leadership Team, 3 x 2 day Modules over 5-6 months, and 3 x 1 day Strategic Challenge sessions. The Strategic Challenges are business focused projects, co-created with this Horizon Leadership Team, based on current business priorities. The Cohort then works on these Challenges and their own personal leadership challenges in smaller 'action learning set' style groups.

Strategic Challenge topics included:

- Building effective career paths across the organisation
- How to empower people to take accountability and make effective business decisions
- How to better define, agree and communicate priorities on a timely basis to the whole organisation whilst keeping pace with change
- Identifying how to recruit and retain the best staff.

Module 1 'The Leader I Am, the Leader I Need to Be'

This introductory workshop covers key topics including:

- The differences between leadership and management
- Self- awareness and blind spots
- Myers Briggs Type Indicator – how to get the best from myself and others
- Strength based leadership
- Emotional intelligence.

This is delivered in a high impact style, with use of exercises, videos and TED talks to really engage a highly technical audience.

Module 2 'Leading and Participating in High Performing Teams'

This workshop builds on the levels of self- awareness and reflection of Module 2 to incorporate:

- Mindfulness and Creativity
- Manager as coach
- Flexibility in leadership styles
- Building high performing teams - team emotional intelligence

We run a 'Manager as Coach' session as part of this workshop, which explores the benefits of taking a coaching approach, introduces a useful coaching structure to follow and allows time for realtime skills practice in trios. This session includes a whole group coaching exercise to enable the managers to see the immediate benefit of a couple of well structured, simple coaching questions to a personal issue they are struggling with. We then focus on giving participants a clear structure (in this case the GROW model) to follow and brainstorm some good questions under each stage. The majority of time is given to participants practicing these techniques in trios, with an observer giving feedback.

Module 3 'Leading Across the Organisation'

The final Module takes a strongly strategic approach, building upon the behavioural skills development from Modules 1 and 2 to include:

- Thinking and acting strategically
- Identifying opportunities and threats from the external environment
- Diagnosing Organisational Health and culture
- Effective decision making
- Leading effective change.

Results and Evaluation

Across two full Cohorts of 25:

- 100% of managers felt the programme met their objectives
- 100% of managers saw this as a worthwhile investment in their career development
- 100% of managers have identified actions that will improve their performance as a result of the Programme

"Better understanding of myself and impact on others".

"Enhanced awareness of self and others perception of me as a leader".

"Greater understanding of big factors that influence change and empowerment to exploit them".

"Some excellent material and thinking which will help in evaluating organisation, self and team and provide guidance as to where to start in resolving issues".

"The programme has provided a richness and diversity of experience that can be applied in a wide variety of contexts that I truly value".