



# Case Study

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## Developing High Potential Leaders in China

# Leadership Development Program for High Potential Leaders in China

## Situation

- Company had been struggling for years but new CEO was turning things around.
- New HR VP wanted to implement a program to develop the next generation of leaders at the Director and Senior Director level.
- There was a pressing need to develop senior Chinese leaders as the firm was pushing for localization
- There was a pressing need to help the high potential leaders develop:
  - Greater self-awareness
  - The ability to effectively lead teams
  - The ability to communicate effectively in front of senior leaders from both China and the USA
  - The ability to lead across functions

## Approach

- Our approach was to develop a leadership development program split into four key modules:
  - Leading Myself
  - Communicating with Impact
  - Leading the Team
  - Leading the Organization
- Program included:
  - One on one coaching of each participants by facilitators
  - Interventions by Senior Executives in each module
  - Action Learning Assignments between modules
  - On line testing and measurement after each module
  - Briefing of the senior leadership team after each module to explain outcomes and the support required

## Impact

- Measurement consisted of:
  1. Testing and survey between modules
  2. After Action Reviews at the end of each module
  3. Comprehensive survey of managers and participants 1 year after the end of the program
- Key results:
- In the two groups we did:
- 94% agreed or strongly agreed that knowledge of Leadership and Management had increase
- 90% said the applied a significant portion of training at work
- 90% report increase in self-awareness
- 62% report change in behavior

# Leadership Development Program for High Potential Leaders - 12 – Month

## Leading Self

How personality shapes behaviors and what they can be do to enhance personal effectiveness as leaders.



## Communication with Impact

How to command attention, organize information, and produce powerful presentations to be more convincing and able to influence



## Leading Others

How to develop a clear, simple, and systematic approach to leading a teams.



## Leading the Organization

How to understand the key elements to effectively lead an organization.



**In Class Sessions (3 Days Each)**

**Action Learning Assignments**

**In Person Manager Briefings**



**One on One Coaching with Facilitator**



**On Line Testing and Measurement**



# Leadership Development Program for High Potential Leaders – Module Content

## Leading Self

1. **Self awareness** – Who am I and how does that impact my leadership?
2. **Facet5 Personality test** – What are my personality preferences
3. **What it means to lead** – Exploring effective leadership
4. **Conflict resolution and decision making** – Using tested methods
5. **Followership** – Why good followership leads to good leadership
6. **Derailment** – Why most executives derail and how to prevent it

## Communication with Impact

1. **Organizing Information:** How to synthesize and simplify information
2. **Structuring a presentation:** What is the ideal structure of a presentation
3. **Distinctive and integrative:** What makes presentations unique and memorable
4. **Handling questions:** How to appropriately handle questions and objections both during and after the presentation
5. **Negotiating and closing:** Understanding how effective presenters get what they want

## Leading Others

1. **Teambuilding:** basics of building the team – What must a leader do to build an effective team
2. **Delegating :** Understanding appropriate techniques for delegation
3. **Motivating the team:** External and internal motivators
4. **Leading Up:** How to best work with my superiors to achieve objectives
5. **Feedback and Coaching:** Using feedback and coaching to motivate my team

## Leading the Organization

1. **Developing Strategy:** Vision Mission and Values – How to develop the strategic vision for an organization
2. **Strategic Planning** – Turning vision into concrete plans for the business
3. **Identifying Rogue Leaders** – Identifying and dealing with difficult leaders
4. **Leading Leaders** – How to effectively lead your successors
5. **Managing Change** – How to effectively manage a changing environment

# Leadership Development Program for High Potential Leaders – Method



In - Class

## Interactive Workshops

- Mini-lectures
- Discussions
- Flip chart exercises
- Videos
- Team activities
- Reflection time
- Case studies

## Digital Tools

- [Kahoot](#)
- [UMU](#)
- [ExplainEverything](#)
- [Vyond](#)
- [PollEverywhere](#)

## Interactive Tools and Kits



## Measurement

- After Action Reviews
- Feedback Sheets



At Work

## Tools

- Templates
- Methodologies
- Cases
- Articles
- Checklists
- Feedback sheets

## Digital Tools

- [Survey Monkey](#)
- [Classmarker](#)
- [UMU](#)
- Explain [Everything](#)
- [Vyond](#)
- Poll [Everywhere](#)

## Homework and Projects

- Action Learning Assignment after each module
- Action Learning Project after Building Talent Module

## Measurement

- In-Between Modules Test and Survey
- End of Program Survey (1 year after program end)



# Results

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# Results of survey conducted one year after end of program

The questions are designed to measure three key areas:

1. Retention and application of knowledge in the workplace
2. Increases in self awareness and changes in behavior
3. Impact on the business results

**Retention and application of knowledge (partial results):**

- 100% of the participants report that their knowledge of leadership and management has significantly or exceptionally increased
- 90% of the participants report that they have applied a significant portion or almost all of the content at work

**Increases in self awareness and changes in behavior (partial results):**

- 90% of the participants report either significant or exceptional increase to their self-awareness
- 60% of the participants report significant or exceptional change in behaviour
- 50% of the managers report significant changes in behaviour

**Impact on the business results (partial results)**

- 50% of the participants report that the training had a significant impact on the business results of their team.
- 29% of the managers report that the training had a significant impact on the business results of the company.

# Quotes

- "Following each module, had trainings with subordinates, motivated them to pass and have similar training meetings with their subordinates"
- "I have passed on feedback and coaching section to Hyper operation management team. more than 2000 managers"
- "I spent a lot of time on this topic. Being self aware has made me know my strengths better as well as areas that I should watch about my personality. This has helped me improve both at work and on a personal front."
- "Previously, when I dealt with crisis, I was always almost the first one to speak. Now, to avoid bias, I set a rule for myself, I will speak after three people spoke"



# The key direct benefits of the development program shown by the surveys are:

- Increased understanding of management and leadership and application of this knowledge in the workplace.
- Very clear transfer of learning to teams creating a multiplier effect of the development program.
- Increased self-awareness and self control.
- Change in behaviour leading to self-reported better leadership and management of teams.
- Improved business results for the teams and some evidence of impact on company results.
- Increased cross functional collaboration.
- Increased resilience amongst the teams reporting to the participants.
- A common language relating to leadership issues.



# Success Factors

## 1. Program design and delivery

- The four module approach over 12 months
- The mix of content and practice in the workshops
- The two facilitator approach, which participants consistently reported was central to their enjoyment and engagement in the program.
- The individual coaching program for each participant, supported by Individual Development Plans.
- The use of After Action Reviews and feedback sheets after each module to allow feedback from participants to be included in module design.
- The Action Learning Assignments after each module.
- The team based Action Learning Program.
- The briefings on content conducted after each module for the participants' managers.



# Success Factors

## 2. Support from the client

- A clear statement of need from the SVP HR before program design.
- Strong support from the HR team throughout the program design process.
- A strong opening ceremony from the CEO and the Exco team.
- High quality of production of the materials/manuals for the program.
- Support from Exco members for their direct reports attending the program, with follow up sessions conducted and appropriate advice/support given.
- Exco members attending the workshops to present on areas related to the content, and attending informal evening 'get-togethers' to know the participants better.
- Support from the HR team by running sessions in between workshops to check on progress with Action Learning Projects.
- The provision of high quality venues, including catering and refreshments, reinforcing for the participants the importance of the process.
- A strong closing program run by the CEO with support from Exco members.



# Dominic Brittain

Dominic has over thirty years' practical leadership experience in extreme situations. By the end of his bomb disposal service in 2011, he had personally defused well over a thousand explosive devices on dry land and underwater. These ranged from complex Improvised Explosive Devices (IEDs) to large wartime bombs.

In addition to his operational role, he commanded the bomb-disposal unit in Hong Kong, at the strategic level, for 13 years. The Hong Kong bomb disposal bureau is widely regarded as one of the finest such units in the world. Over his last two decades of service, he was responsible for training and developing an entire generation of bomb-disposal leaders, from countries across the world.

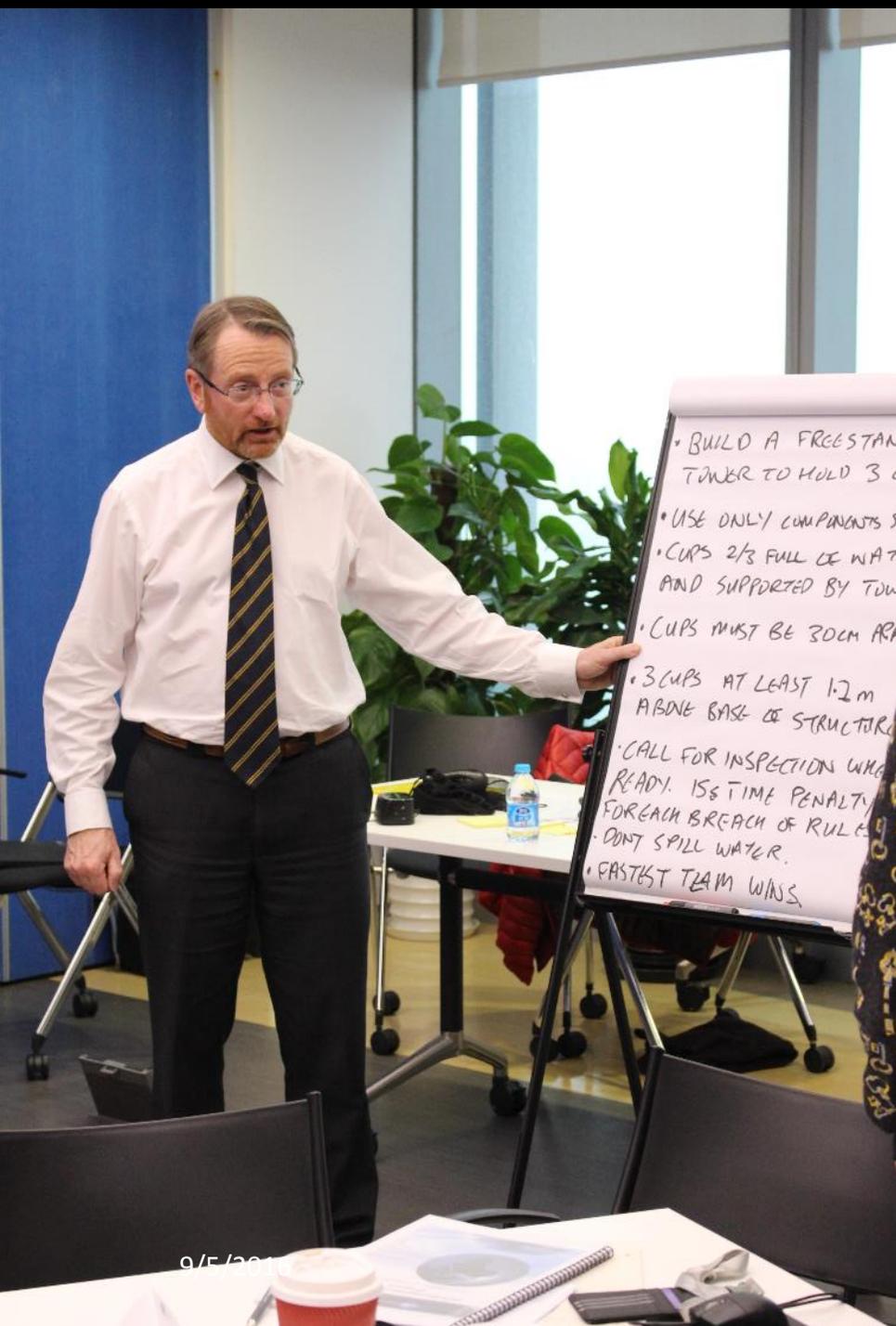
During his last ten years' service, he also chaired the group which coordinated the response to Chemical, Biological, Radiological and Nuclear (CBRN) incidents. As the founding Chairman, Dominic defined the strategic intent, planned the response, obtained Ministerial approval and implemented the concept. Implementation involved leading over 40,000 staff, drawn from nine government departments. Under Dominic's chairmanship, the work of this group became an international standard for the strategic approach and tactical response to CBRN incidents.

Since 2007, Dominic has worked as a command consultant and business speaker. He draws on his extensive experience of command and leadership, at the strategic, operational and tactical levels, to help build effective teams and to further develop the innate leadership potential of senior executives. His core philosophy is that good leadership is based on sound thinking, is unique to each individual leader and is largely common sense; while good teamwork is based on trust and clear communication. However, the relentless need to get results and meet deadlines can make these important things easy to forget.

Dominic has extensive experience of forging teams and of helping people to think clearly, both under extreme pressure. He uses this, through workshops and individual coaching, to show leaders how to effectively and consistently think strategically, inspire others, and to build strong teams - even when the pressure is intense. He abhors management terms and jargon, preferring to reinforce people's understanding through clear thinking, humility and enthusiasm. He believes in the importance of humour - but as well as the sound of laughter, he also aims for that characteristic, deep silence which shows that the group is thinking.

In 2014 Dominic designed and developed an online test measure the cognitive biases of senior executives. Since then he has delivered workshops to clients worldwide helping them to clarify their strategic thinking through understanding and mitigating the effects of their cognitive biases.

His engagements take him to every continent except Antarctica. His broad experience of working with executives from diverse cultural backgrounds helps keep his perspective fresh and topical. As a result, clients from around the world report that their people are more focused and inspired after working with Dominic, which leads to both better performance and better retention of key staff.



# Vincent Gauthier

Vincent is a founder and Director of Insight Leadership Consulting Limited and I-Scream Limited in Hong Kong, and Insight Leadership Inc. in Montréal, Canada. He lived in Hong Kong for ten years after living in Shanghai from 1995 to 2000. Prior to opening his own companies Vincent worked 12 years for global human resource consulting firm, Hewitt Associates (now called Aon Hewitt), where he held a number of positions culminating in him being the General Manager for Hewitt's Hong Kong operations.

For the past 23 years Vincent has been travelling the world advising, coaching and developing leaders in multinational companies. He has trained thousands of managers on the art of leadership and the science of management. Over the last 10 years, he has developed the Executive Command senior leadership development program in partnership with Mr. Dominic Brittain. The Executive Command program is an intense nine-day leadership development program based on Mr. Brittain's 30 years of experience leading elite bomb disposal units and Vincent's extensive experience in the corporate world.

In his coaching work, Vincent helps leaders improve performance, successfully manage career transition and relocations, and change behaviors. His coaching clients include CEO's, MD's and managers in senior positions.

To keep his feet firmly in the business world, Vincent founded I-Scream Ltd. I-Scream was a fast growing fully integrated manufacturer, wholesaler, and retailer of fine Italian Gelato in Hong Kong. For I-Scream, Vincent looked after finance and marketing. Vincent sold his share in I-Scream in 2013.

In his spare time Vincent does voluntary work for Montreal Inc. Montreal Inc. is a non-profit company helping young entrepreneurs with start up grants, mentorship and advice. For Montreal Inc. Vincent evaluates new businesses applying for financing grants. Vincent also does free coaching for young entrepreneurs in Montreal.

Vincent has an MA in International Affairs from The George Washington University in Washington DC and a BA in Chinese Studies from the University of California at San Diego. Vincent is fluent in English, Mandarin, French and Italian. Vincent now lives with his wife, two children and a dog in Montreal Canada where he is from.



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