



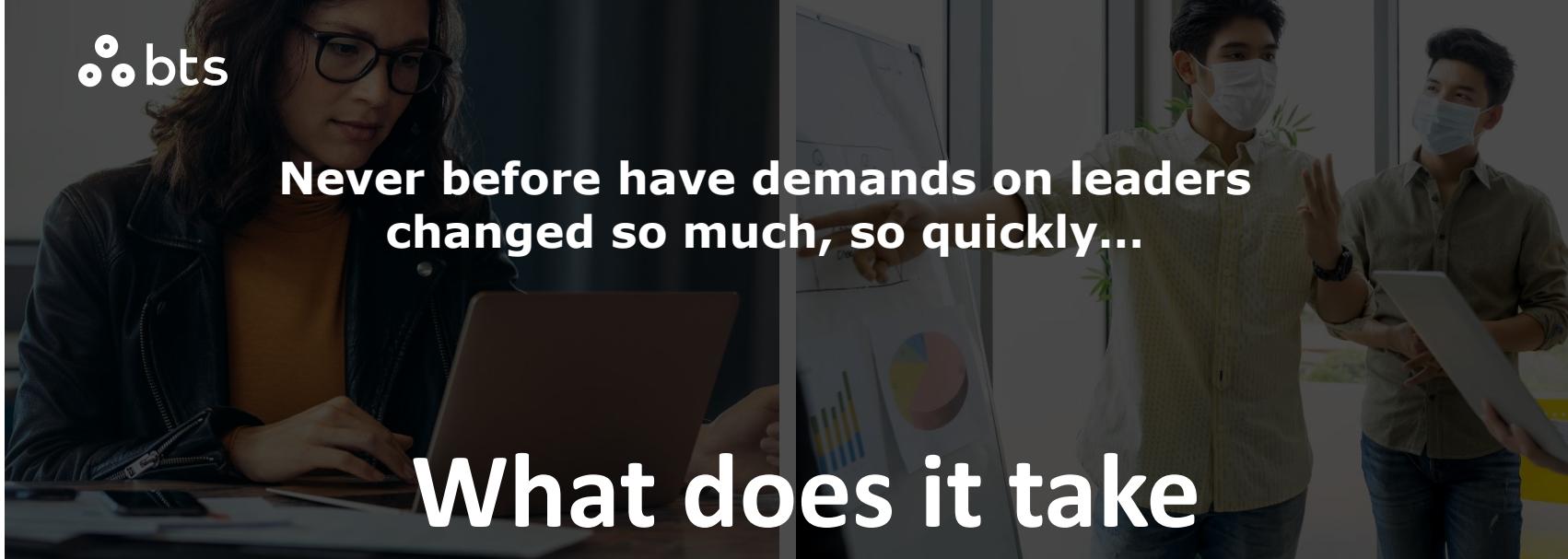
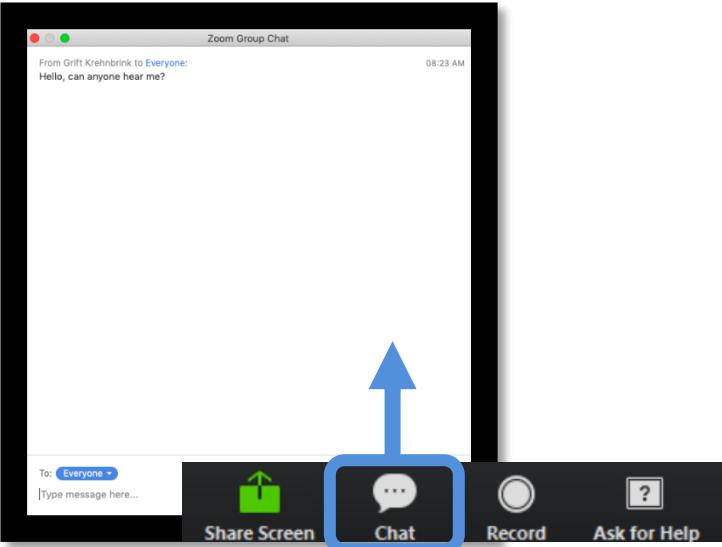
Transform today's
Front Line Leaders to...

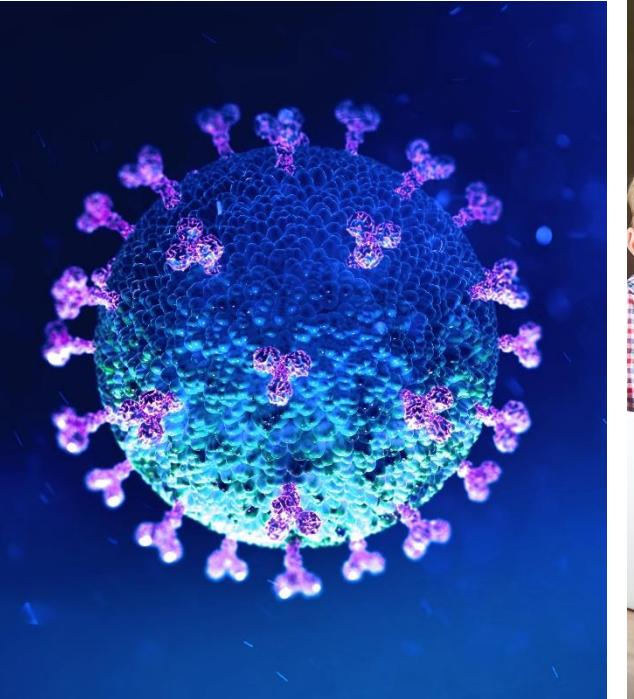
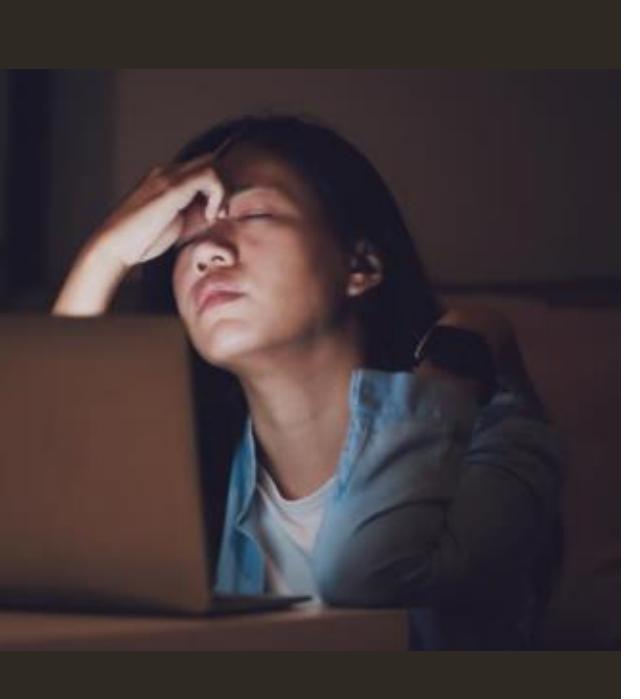
Big-hearted and
High-performing
leaders of tomorrow

November 24th 2022



In the **Chat** please type
what your answer to
the question >





Being a leader...what we are hearing

"I feel proud and exhausted. I'm not sure how much longer I can keep going at this pace."

"Taking action, not knowing, planning, only to be flexible..."

"I spend each day in back-to-back virtual meetings and end up with a battery run down and having no time."

How does it feel to be a leader in 2022?

"Exhilarating and exhausting."

61%
of front line leaders
are **struggling**,
only 39% thriving

85%
of executives are 'living their purpose'...
but only 15% of front line leaders feel fulfilled...

"Being a leader in 2021, I was able to accept that there were a lot of things that were not under our control..."

"... people were going through a lot of things other than the professional side..."

Only
1 in 3 CEOs:

Rate front line leadership capability 'very good' or 'excellent'

Research shows that...
most mid level leaders are still struggling with core leadership skills.

We aren't capturing them early enough and effectively.

Are we doing enough to develop our leaders?

Only
1 in 5 large companies are focused on upskilling front line leaders

Front line leaders are
80% of the leadership population...

but only **20-30%** of organisation's development attention



External hire



Blind spots



Transforming

A variety of profiles and challenges



Informal leader



New gen



Expert

Expectations of leaders continue to evolve

...and the demands are cumulative

What people DO



Get results *through others*

1.0

Driving performance

The core of people leadership has always been about achieving results *through others*.

- Performance management
- Give feedback
- Delegate / Coach
- Create line of sight to strategy
- Ownership and accountability

How people THINK



Engage the intelligence *of others*

2.0

Unlocking modern operating models

As organisations become agile and responsive, a fail-fast learning culture unlocks the intelligence of their people.

- Unlock team's intelligence
- Encourage growth mindset
- Focus on customer
- Innovation, agility
- Fail fast learning culture

How people FEEL



Help others do their life's work

3.0

Inspiring connection

In uncertainty and a hybrid world, leaders must focus on the whole person creating meaning and belonging for diverse teams.

- Drive engagement
- Diversity, Equity, Inclusion
- Wellness
- Psychological safety
- Resilience

**Leadership
development
must be
approached...**

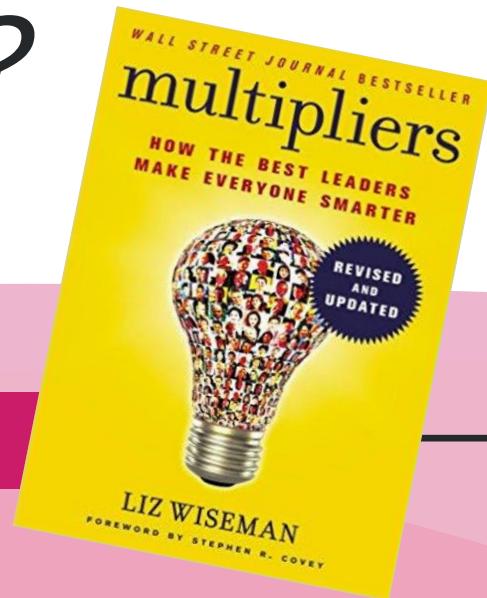
HOLISTICALLY



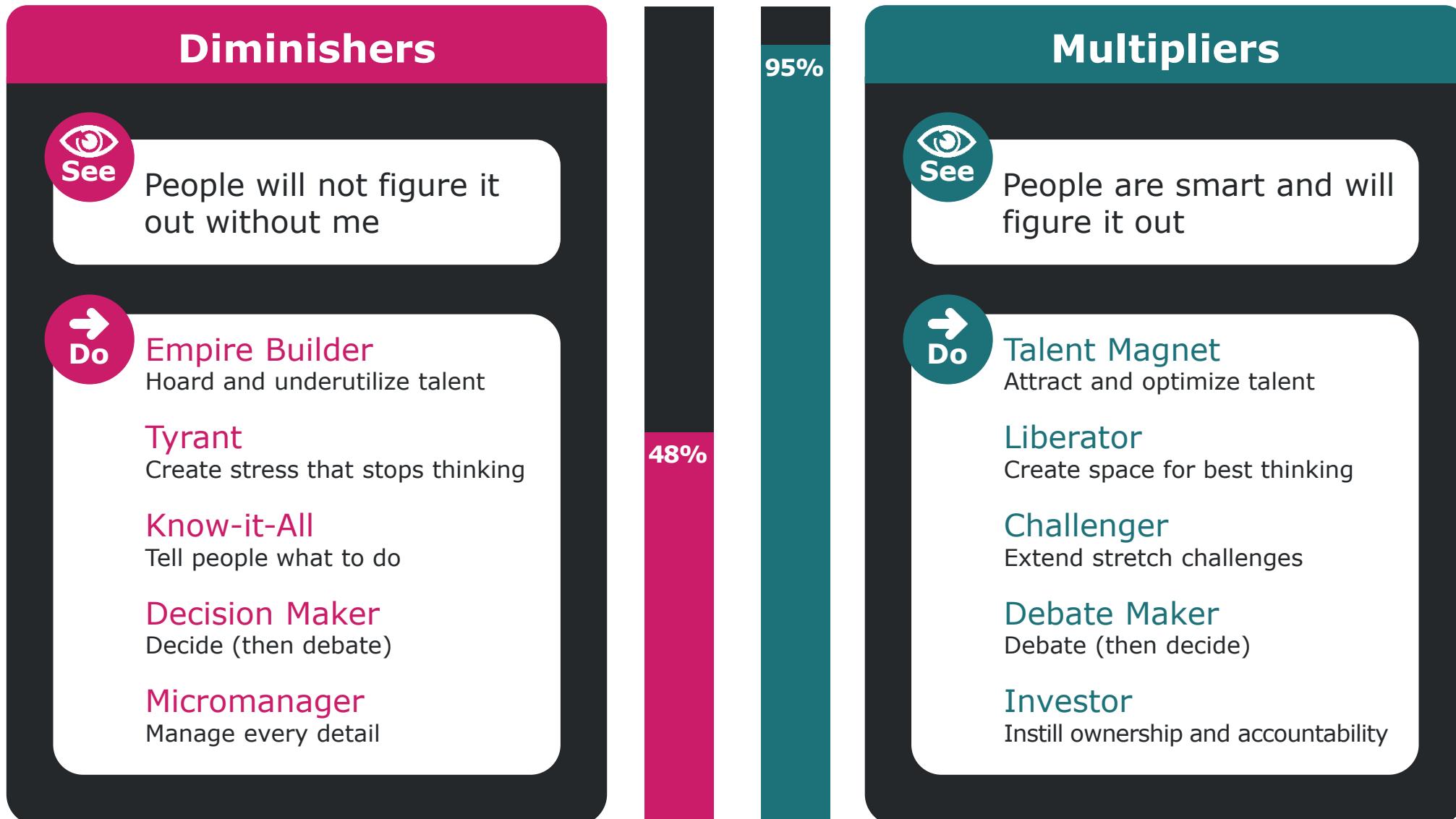


Why are we smarter and more capable around some leaders but not others?

Liz Wiseman



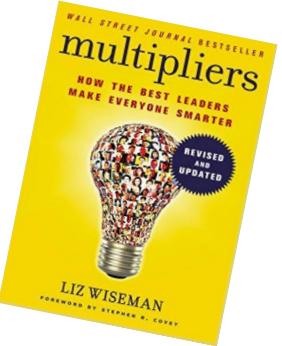
Multiplier's research



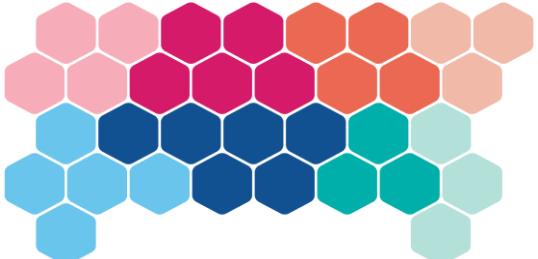
BTS's solution has a unique combination

Research

External



Internal



> 150,000 coaching conversations



Design methodology

Mixed modality learning experience:

-  Self-paced learning
-  Facilitated workshop
-  On the job
'Go-Do' application
-  Facilitated pod

Contextual and personalised
Delivered digitally and virtual or in-person

The *Being a Leader* learning journey



Journey
close
Future
Focus



Experience one
Being a Leader:
Leading as a Talent Magnet



Experience two
Engaging Others:
Leading as an Investor and Liberator



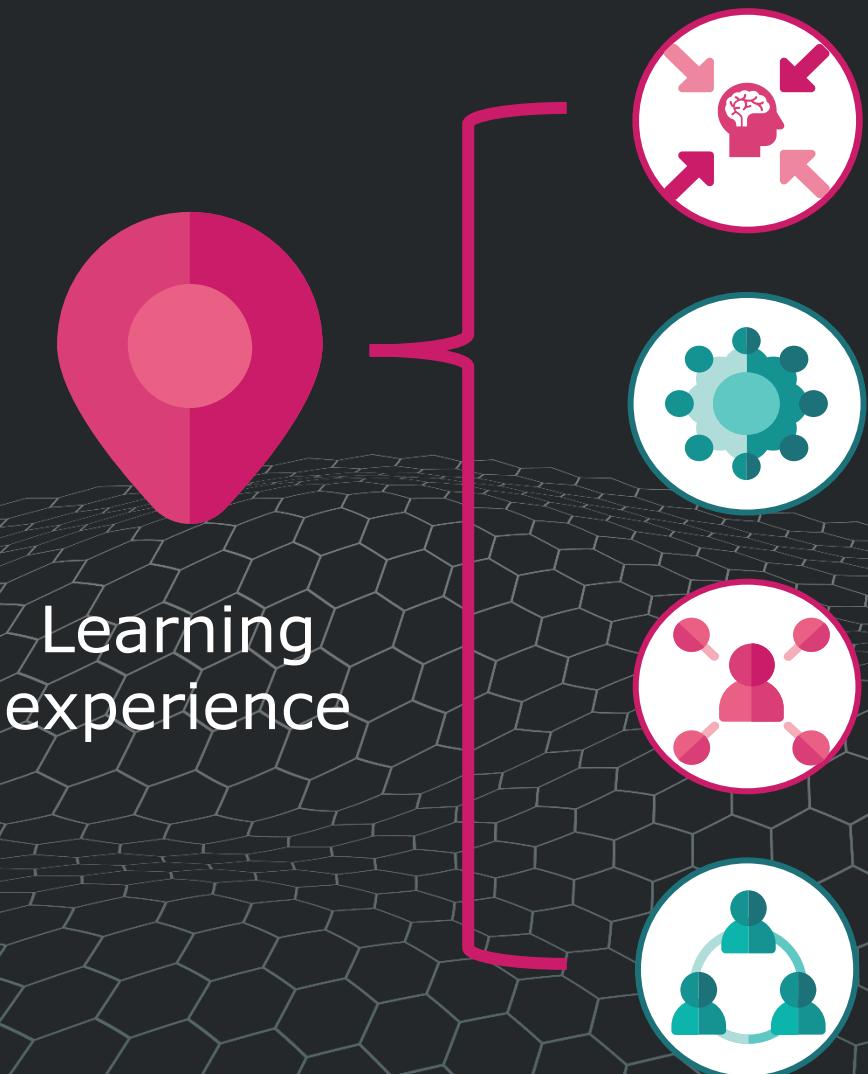
Experience three
Raising the Bar:
Leading as a Challenger and Debate Maker



**Journey
kickoff**

The Multiplier
mindset

Anatomy of a learning experience



Take it in
*1-2 hours of self-paced study,
over two weeks*

Work it out
*One workshop day,
3 sessions of simulation, practice and discussion*

Put it to work
*45 min – 1 h of application,
over two weeks*

Land the learning
One 90 min facilitated pod session

The *Being a Leader* learning journey at a glance



BTS learning approach

Introduce core concepts



Self-paced learning

Part 1

60-90 mins

Facilitated workshops

On the job
'Go-Do' application

Facilitated pod

Your digital learning & simulation team is looking forward to meeting you!



Select each step for more detail

Voicemail

From: Lou
Managing Team Dynamics

Lou
Lou here.
Guess who called me yesterday? Felipe. Yep, he's at it again. You talked to him about the proper chain of command last time this happened, correct? Not sure why he would go over your head and come directly to me on this? He said that he and Ang are having problems working together. He says they've been more reserved and extremely disorganized lately and told me the only reason the deliverable has slipped is because they are not meeting their milestones. It sounds like there's a performance or style issue. You need to talk to them. Or should I get involved?

Decide

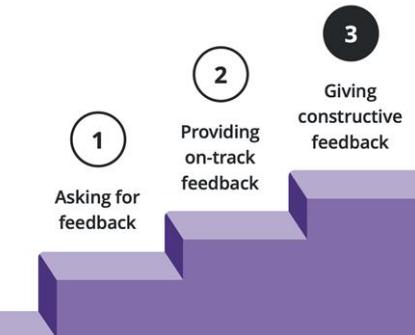
Your critical challenge:

Vanessa and Andre are co-leads on a project. Andre is struggling to collaborate with Vanessa. He shares his frustrations with you.

How will you listen?

Begin

Select each statement for more detail



BTS learning approach

Integrate learning and practice new skills



Part 2

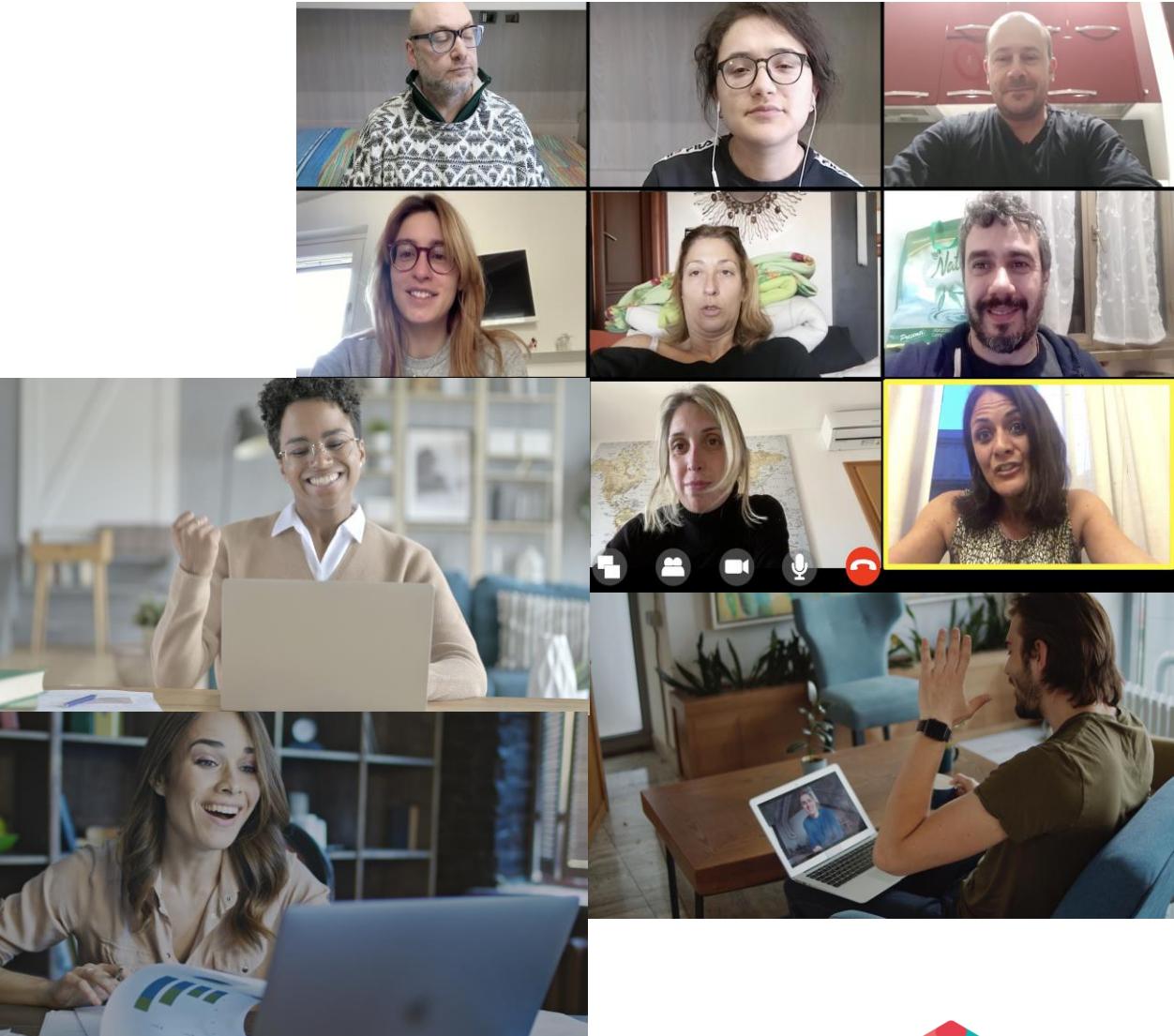
1 day =
3 workshops
105 mins each

Self-paced learning

Facilitated workshops

On the job
'Go-Do' application

Facilitated pod



Make leadership decisions in a simulation

Financial Results 20.0 | Average I.C. 48.00 % | M.T.U 12.0

ENZO I.C. 55 % ROXY 63 % ISMAIL 45 % SANDER 40 % PANDORA 37 %
T.U. 8 8 8 8 8

A B C D - Your Outcome


Moment 1 - The Sander Situation

Take Sander off the hook
The new Project Coordinator from Lucy's group quickly got the project under control. Sander was faced with either taking on a greatly diminished role in the project or leaving. He has been offered a position in another department but is unable to find anything else. He has been offered a position in another department but is unable to find anything else.

Moment 1 - The Sander Situation
Sander is struggling to lead the Alpha project. Lucy encourages you to reconsider whether he should lead it.

Action	Percentage
Have Pandora coach Sander	66.7%
Provide air cover for Sander	0.0%
Pair Sander with Roxy	0.0%
Take Sander off the hook	33.3%

Impacts

Financial Results + 1

Intelligence Contribution



bts

Being a Leader

BTS Learning Approach

Land the learning with real-world application



Part 3

90 mins
+
optional

Self-paced learning

Facilitated workshops

On the job
'Go-Do' application

Facilitated pod

The booklet cover features a red vertical bar on the left with the text "GO-DO 2". The main title "Being a Leader" is at the top with a hexagonal logo. Below it is "LEADING AS AN INVESTOR & LIBERATOR". Underneath that is "Go-Do 2: Stretch others - A GPS coaching conversation". To the right is a photograph of two men looking at a laptop screen together. At the bottom right is the copyright notice "Copyright © 2021 BTS | 1-M-BL-GD2-001".

Go-Do Guide

(Timing – 15 min preparation and a 30-45 min conversation)

Identify a person who will benefit from a coaching conversation. It could be a member of the team you manage, a person you manage indirectly on a project team or someone you are coaching or mentoring.

The person may need to improve their performance, or might need a stretch assignment, or is someone who might be a little disengaged or demotivated at work. Or they may be facing a challenge or problem that they are struggling to overcome at work.

Set up an opportunity to have this GPS coaching conversation. Prepare for it using the GPS coaching technique and then conduct the conversation with the person and help them get clear on the shifts they need to make and actions they can take.

Refer to the Being a Leader: Leadership moments toolkit and use the GPS coaching technique to enable the conversation.

Coaching conversation guide

1. Choose the right time and place
 - Check that there is enough capacity in both your work schedules that you can give the conversation the attention and focus it needs.
 - Make sure you set enough time for the session and select a neutral place which is safe.
2. Prepare for the GPS coaching conversation by thinking through the following:
 - Consider what they would most want out of this coaching conversation.
 - The types of high impact questions you can ask them to unpack the 'Where' and 'How' parts of the model?
 - What would be a stretch for this person?
 - What do you want to learn or practice in this conversation?
3. Conduct the conversation. Use the GPS method – 'Where' and 'How' to work through the stretch, challenge or issue they are dealing with. Use the questions in the Being a Leader – Leadership moments toolkit.
4. Debrief the conversation by asking for feedback
 - Ask them what they thought you did well (wws) in the coaching conversation?
 - Ask them to complete the sentence: "It would have been even better if you had ..." (ebs)

BTS learning approach

Power of pod coaching – discovery and experimentation



Part 4

90 mins

Self-paced learning

Facilitated workshops

On the job
'Go-Do' application

Facilitated pod

Small group (4-6 people) sessions

Build self awareness while
boosting performance
and effectiveness

Enhances trust
and
psychological
safety

Evidence-base
content and
design

Small groups for
deeper insights and
shared accountability



Guided by
trained
facilitator

Supportive environment
to explore mindset shifts

Pilot Participation = 24 Leaders

Africa, Middle East,
Italy, Spain and US).

Multiple industries -
Manufacturing,
Telecommunications,
Pharmaceutical, Tyres,
Banking, Oil & Gas, FMCG,
Automotive, Mining



Overall Perception of BAL





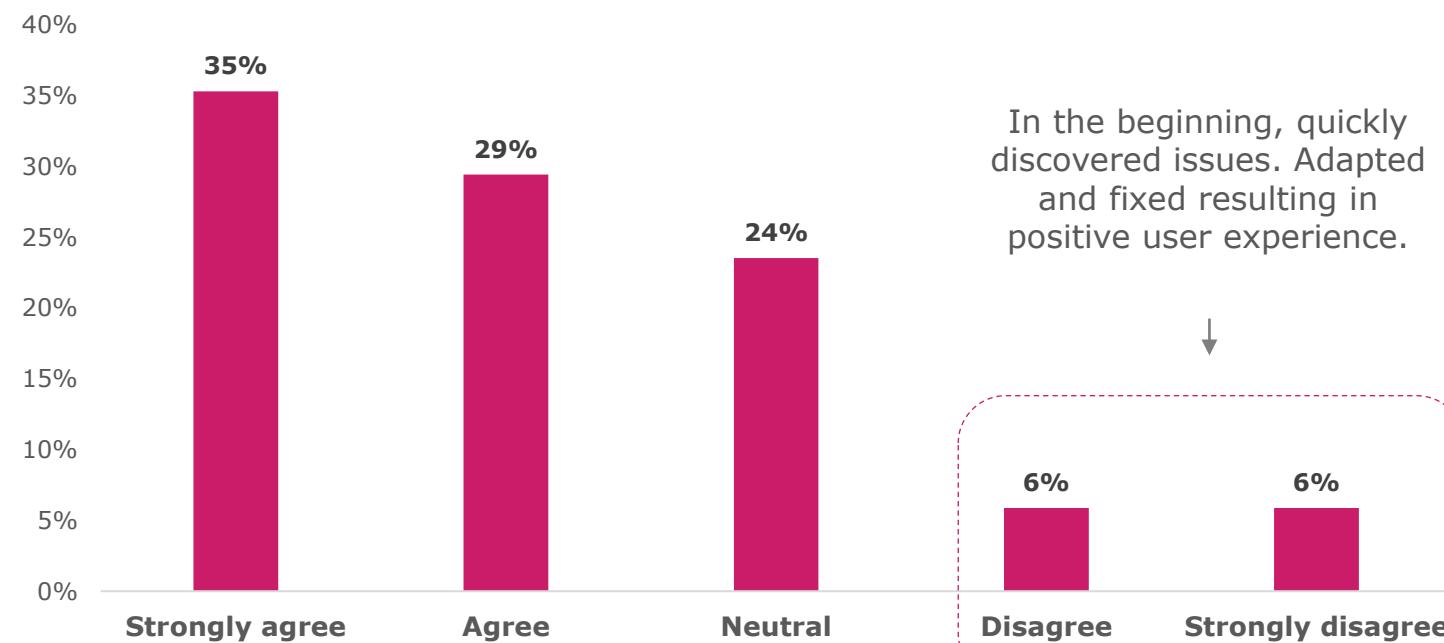
9.37/10

Average

“Great endorsement.
Initial learning curve with
Momenta, but participants
quickly became comfortable
with the platform”

**How likely are you to recommend the
use of this digital platform to your peers?**

**I found Momenta easy to use, intuitive and
comfortable to work with.**



In the beginning, quickly
discovered issues. Adapted
and fixed resulting in
positive user experience.



Global Engineering Consulting Client

102

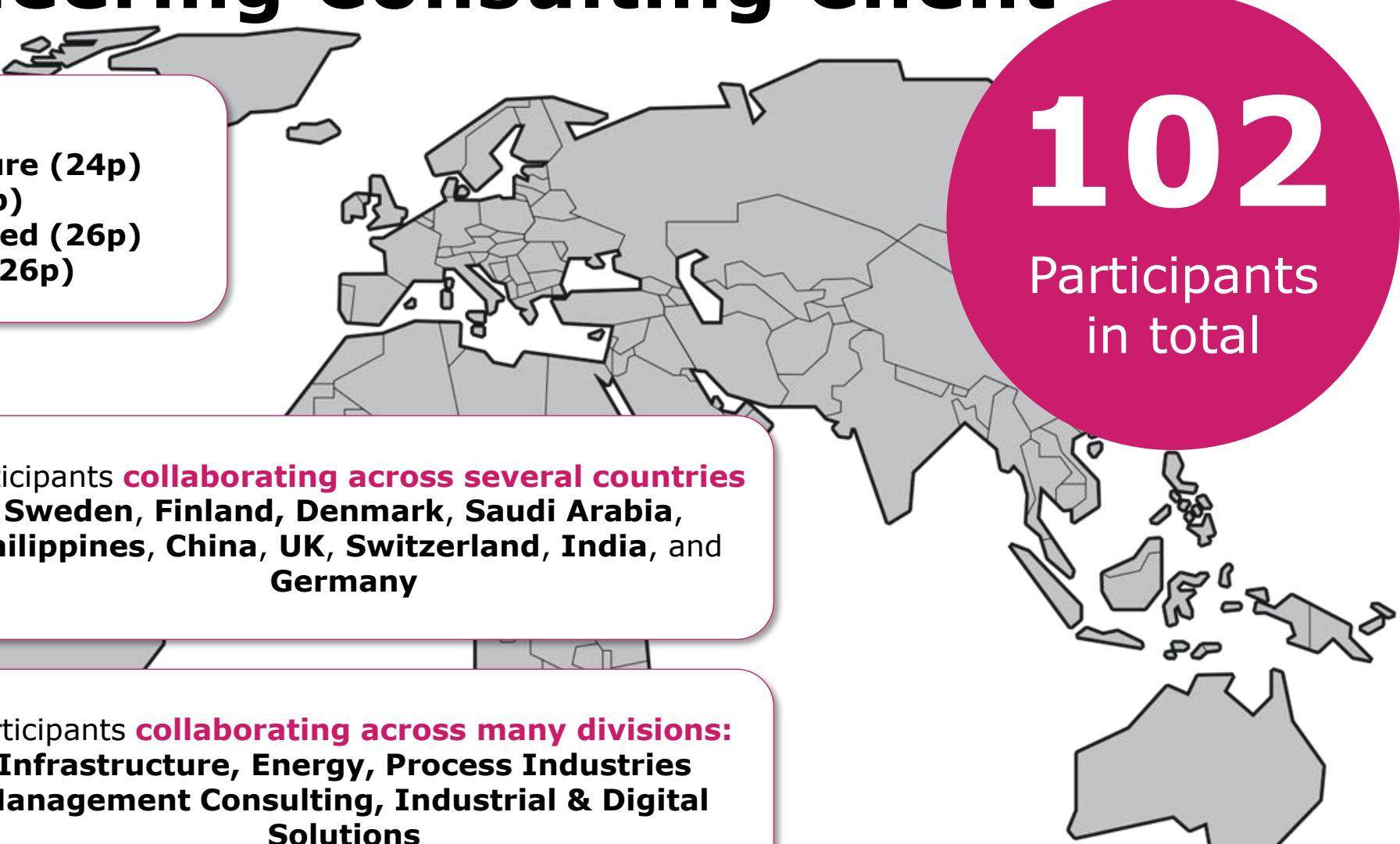
Participants
in total

Cohorts

- #1 SWEDEN Infrastructure (24p)
- #2 FINLAND (26p)
- #3 INTERNATIONAL mixed (26p)
- #4 SWEDEN mixed (26p)

Participants **collaborating across several countries**
**Sweden, Finland, Denmark, Saudi Arabia,
Philippines, China, UK, Switzerland, India, and
Germany**

Participants **collaborating across many divisions:**
**Infrastructure, Energy, Process Industries
Management Consulting, Industrial & Digital
Solutions**



Thank you.

Strategy made
personal



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