



Being
a Leader

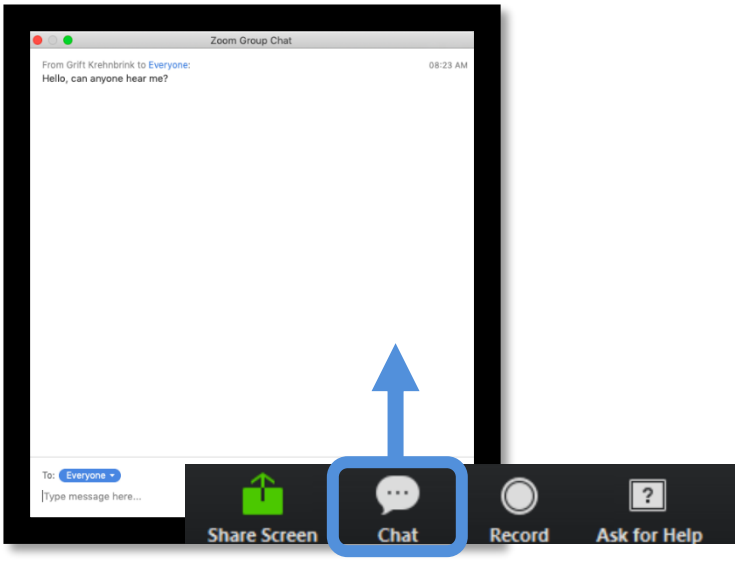
Transform today's
Front Line Leaders to...

Big-hearted and
High-performing
leaders of tomorrow

November 24th 2022



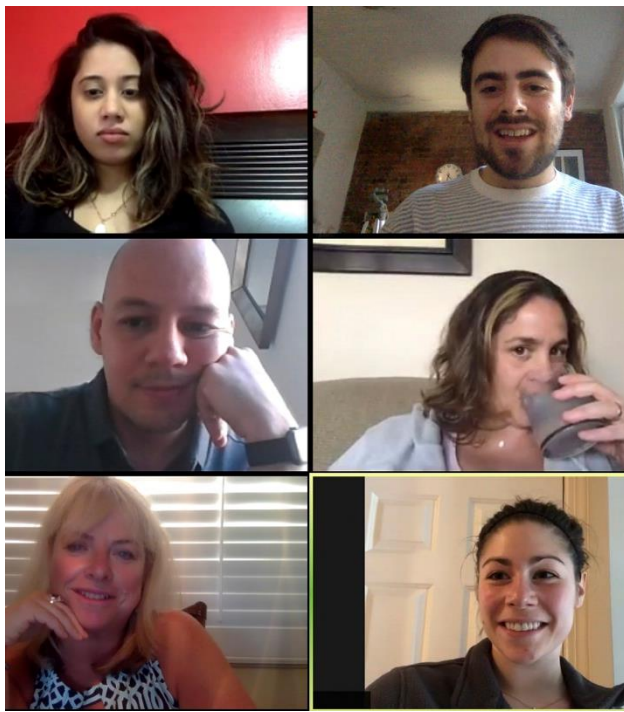
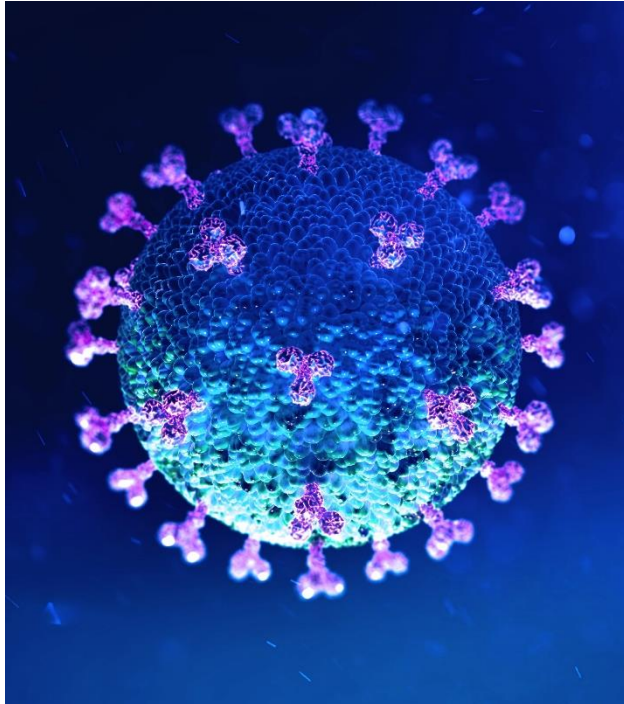
In the **Chat** please type what your answer to the question >



Never before have demands on leaders changed so much, so quickly...

What does it take to be a leader today?





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."

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..."

61%

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

"... 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...**

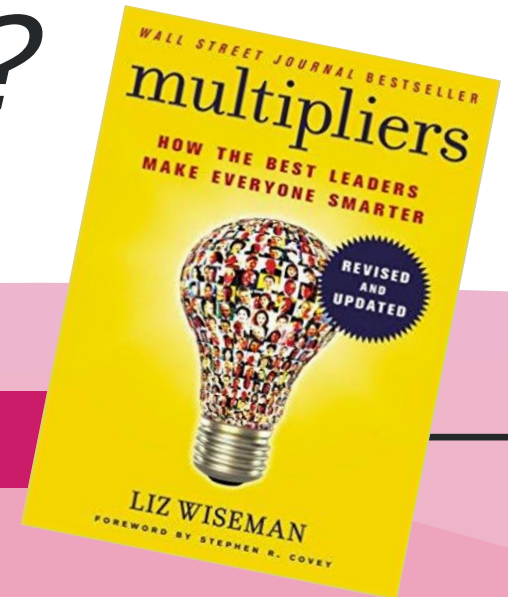
HOLISTICALLY





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

Liz Wiseman



Multiplier's research

Diminishers



See

People will not figure it out without me



Do

Empire Builder

Hoard and underutilize talent

Tyrant

Create stress that stops thinking

Know-it-All

Tell people what to do

Decision Maker

Decide (then debate)

Micromanager

Manage every detail

95%

48%

Multipliers



See

People are smart and will figure it out



Do

Talent Magnet

Attract and optimize talent

Liberator

Create space for best thinking

Challenger

Extend stretch challenges

Debate Maker

Debate (then decide)

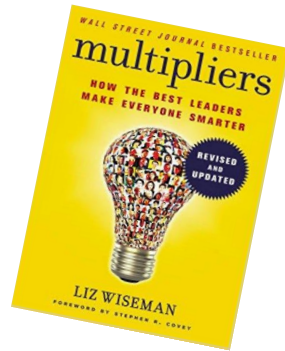
Investor

Instill ownership and accountability

BTS's solution has a unique combination

Research

External



Internal

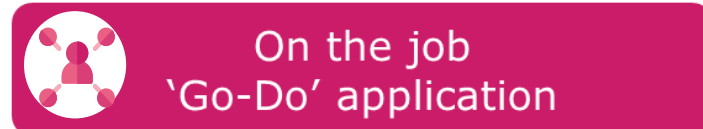


> 150,000 coaching conversations



Design methodology

Mixed modality learning experience:



Contextual and personalised

Delivered digitally and virtual or in-person

The *Being a Leader* learning journey




**Journey
kickoff**
The Multiplier
mindset



Experience one
Being a Leader:
*Leading as a Talent
Magnet*



Experience two
Engaging Others:
*Leading as an
Investor and
Liberator*

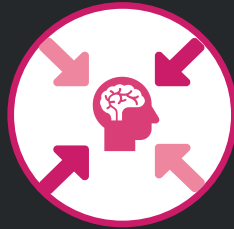


**Experience
three**
Raising the Bar:
*Leading as a
Challenger and
Debate Maker*



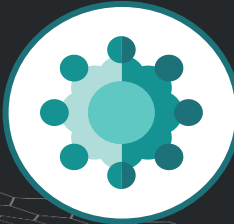
**Journey
close**
Future
Focus

Anatomy of a learning experience



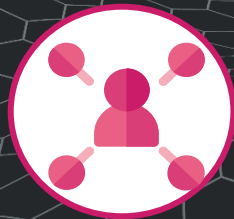
Take it in

*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

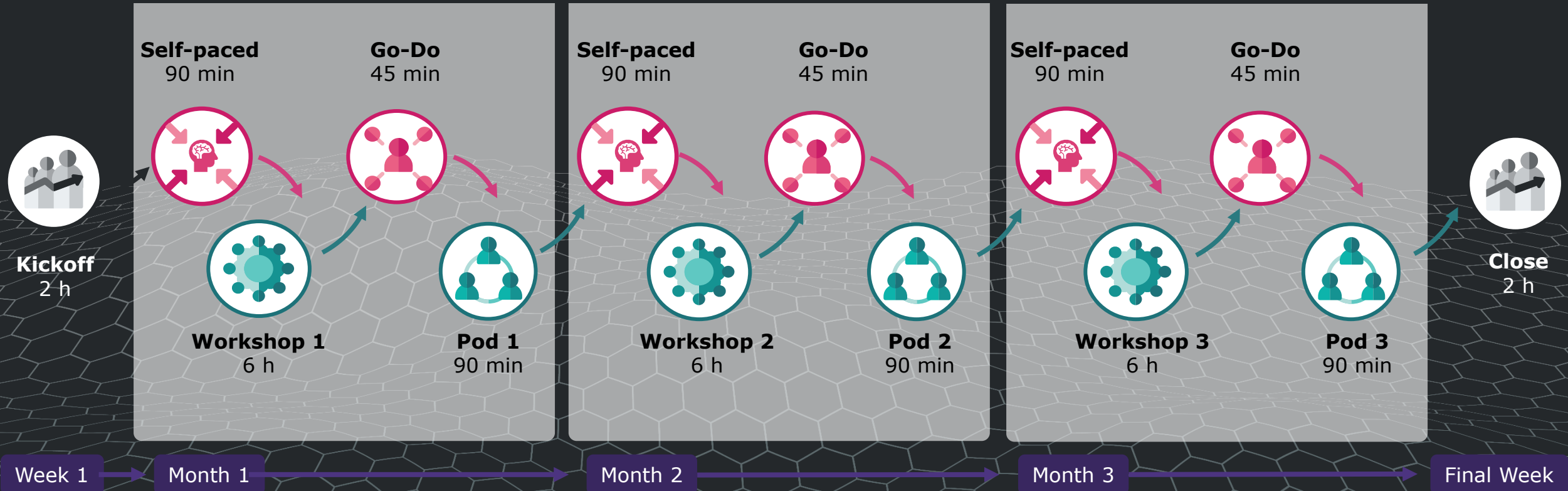
One 90 min facilitated pod session

The *Being a Leader* learning journey at a glance

Being a Leader:
Leading as a Talent Magnet

Engaging Others:
Leading as an Investor and Liberator

Raising the Bar: Leading as a
Challenger and Debate Maker



BTS learning approach

Introduce core concepts



Part 1

60-90 mins

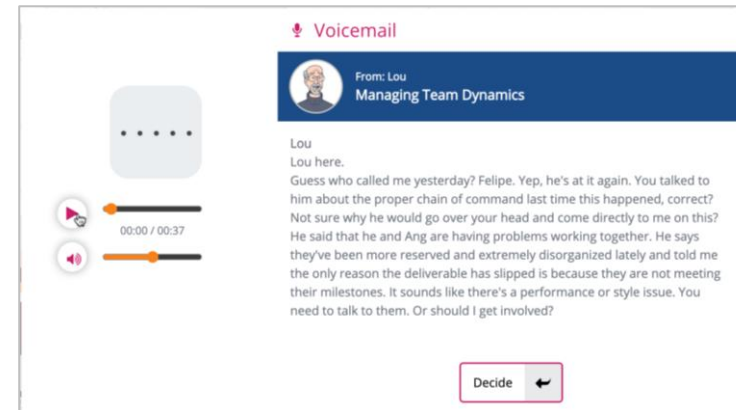
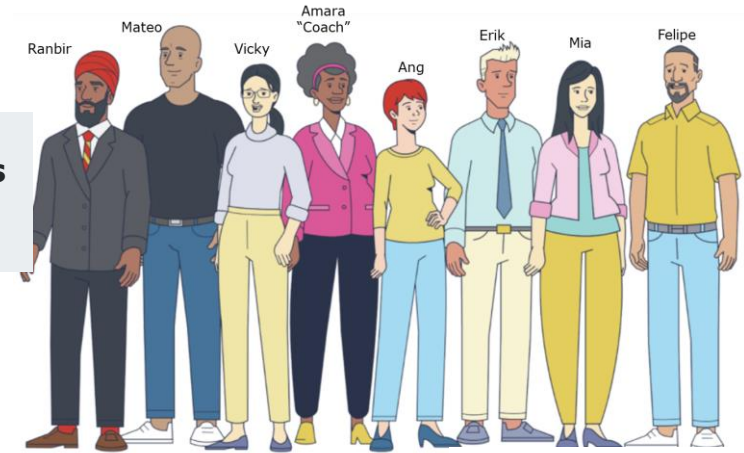
Self-paced learning

Facilitated workshops

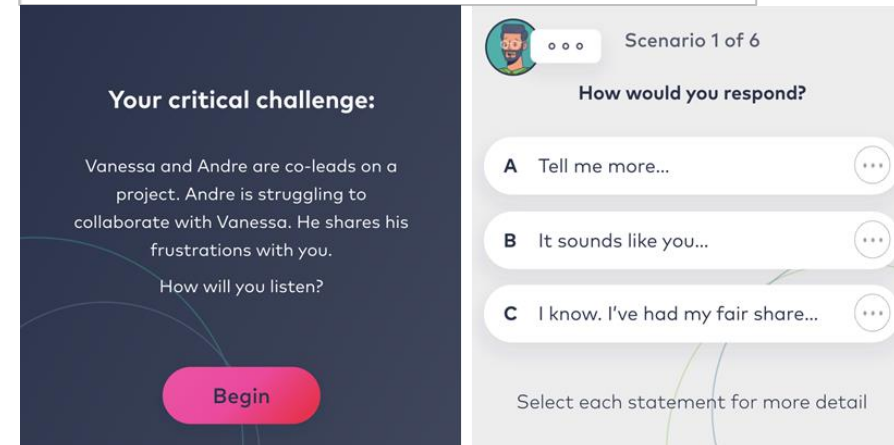
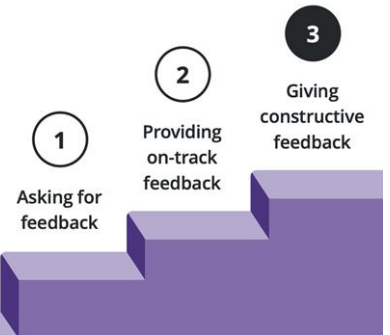
On the job
'Go-Do' application

Facilitated pod

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



Select each step for more detail



BTS learning approach

Integrate learning and practice new skills



Part 2

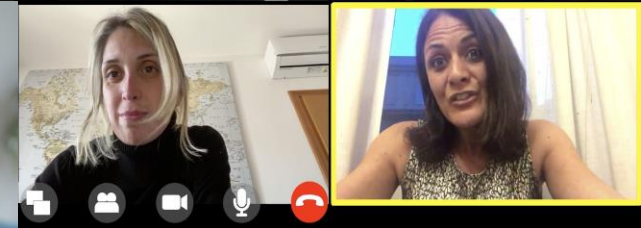
1 day =
3 workshops
105 mins each

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 being able to find a more suitable role for him.

Impacts


Financial Results +1

Intelligence Contribution

Moment 1 - The Sander Situation

Sander is struggling to lead the Alpha project. Lucy encourages you to reconsider whether he should lead it.

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%



BTS Learning Approach

Land the learning with real-world application



Part 3

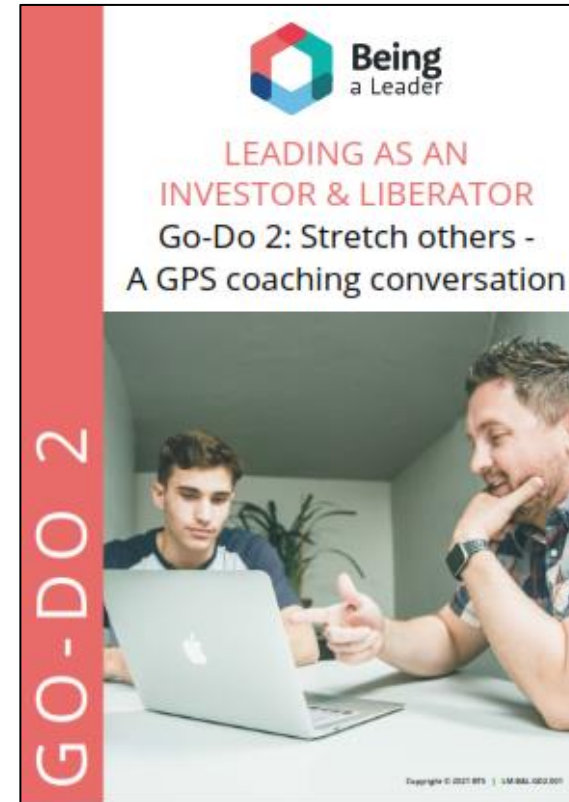
90 mins
+
optional

Self-paced learning

Facilitated workshops

On the job
'Go-Do' application

Facilitated pod



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 (www) in the coaching conversation?
 - Ask them to complete the sentence: "It would have been even better if you had..." (etc)

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

Small groups for
deeper insights and
shared accountability

Enhances trust
and
psychological
safety

Guided by
trained
facilitator

Evidence-base
content and
design

Supportive environment
to explore mindset shifts



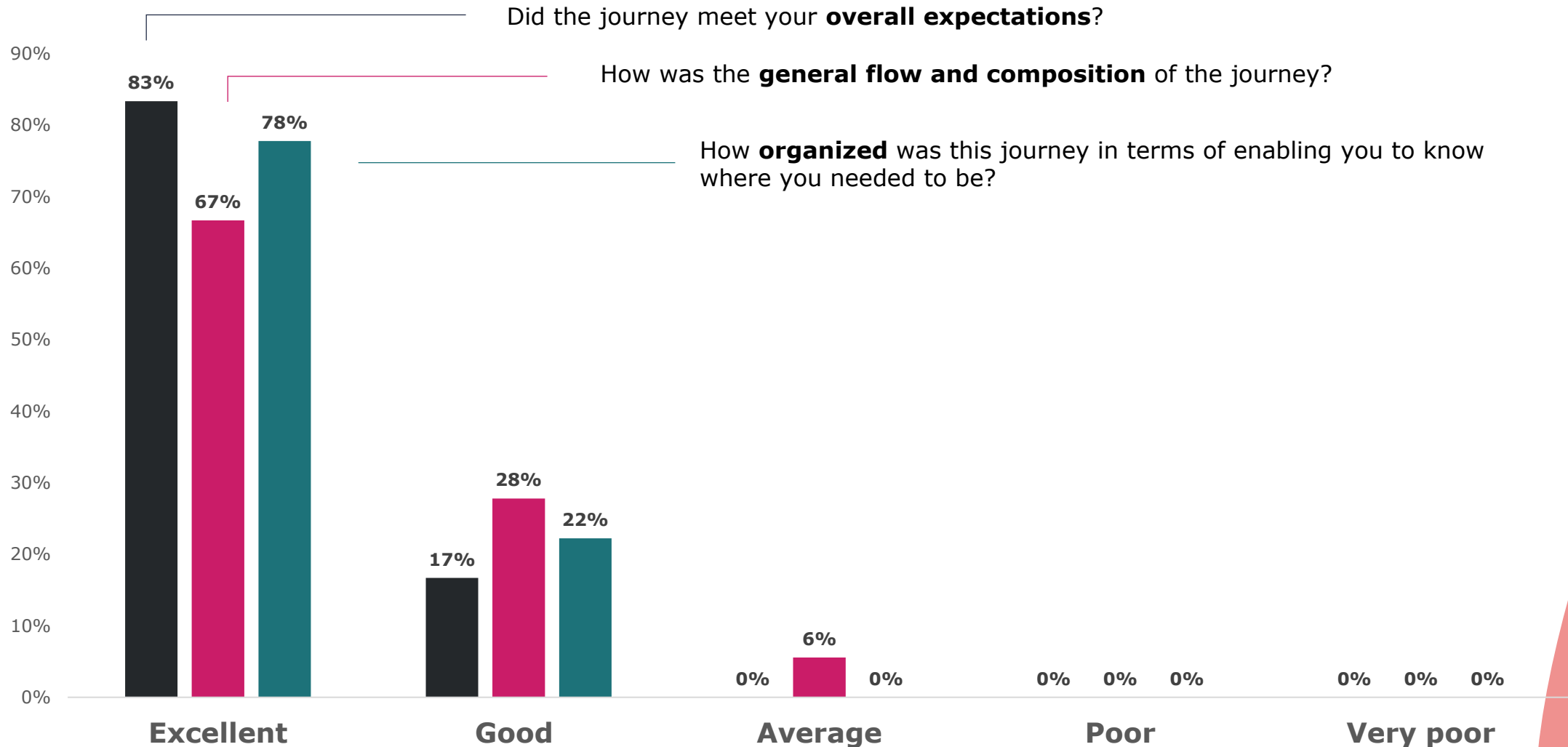
Pilot Participation = 24 Leaders

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

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



Overall Perception of BAL

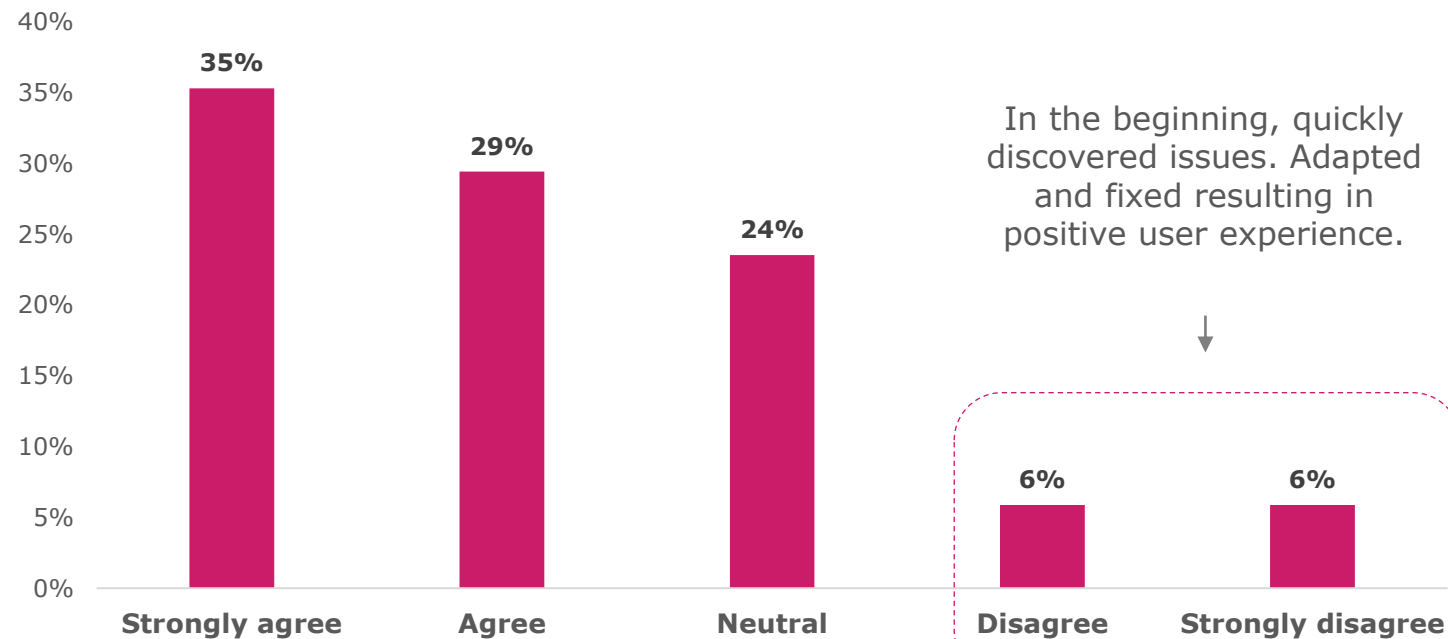


How likely are you to recommend the use of this digital platform to you peers?

9.37/10

Average

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



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

Global Engineering Consulting Client

Cohorts

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

102

Participants
in total

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

