

## Leadership Development Program for a Non-Government Not-For-Profit Organisation

### Key Challenge

This is a complex people intensive non-government not-for-profit organisation. The key challenge is to successfully achieve the delivery of multiple and diverse strategic service delivery outcomes. This requires the effective leadership and management of diverse but interdependent complex functions across the organisation and within key service delivery groups.

Because of the need to ensure highly effective cross functional working relationships the role of middle management is critical to the achievement of the organisation's strategic objectives. Recognition of this resulted in the development and implementation of the Leadership Development Program (LDP) for middle managers.

### The Task

PeopleAdvantage in conjunction with senior management developed the Leadership Development Program. The LDP involved 25 middle managers which collectively represent the full range of functions and service delivery programs across the organisation. A key feature of the LDP is 360° Leadership Feedback utilising the Multi-Factor Leadership Questionnaire (MLQ) and the **Gold Bar Standard** Bass and Avolio Full Range Leadership Model (FRLM). Whilst ensuring confidentiality and appropriate ethical practice the program included:

- Feedback:** 360° leadership assessments to identify competencies, strengths and gaps. Provide individual feedback to the Manager and relevant senior Manager. Provide an organisational overview of Leadership competencies, strengths and gaps to Senior Managers.
- Training:** Two day Leadership development workshop including as an outcome each manager developing their Leadership Development Plan
- Coaching:** Individual coaching for managers provided by PeopleAdvantage.

### Results

Middle managers reported significant insight in the strengths of their current leadership style and areas for development. Their senior managers reported significant improvements in the effectiveness of their management team in dealing with the complex leadership issues that inevitably arise in a complex people organisation, particularly an organisation providing multi-discipline critical care needs to clients. Moreover middle managers have formed *an alumni* and provide leadership support to each other on an ongoing basis. Overall there is a more effective **strategy implementation culture** at the middle management level.

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