



Increase Senior Managers' Leadership Skills

Rebecca's level of responsibility

Having sole responsibility for the design and implementation of this program, I worked closely with the VP of HR, the Training Director and the Training Manager.

Duration of the engagement

6 months

The problem(s) presented

The senior managers were great at the technical parts of their job, but less so as presenters, communicators and leaders. The bank wanted to help them increase their skills in these areas.

Steps in solving the problem

Working closely with the three HR managers, I designed a 5-day off-site, highly experiential program called "Enhancing Leadership, Communication and Presentation Skills." We held two week-long sessions for 25 senior managers each time.

Integrating experiential (e.g., "low ropes") exercises helped make the concepts come alive. From going outside and leading a blindfolded team, to groups competing to solve a puzzle simultaneously, these exercises and the debrief helped them understand how to be better leaders and communicators.

To hone their presentation skills, each participant gave a 2-minute talk on their philosophy about leadership. This was videotaped and after they'd viewed it, repeated to show improvement.

They learned how to influence different types of people, including video vignettes, a self-assessment profile, and tools for analyzing the style of their most troubling colleagues.

Results achieved

Attendees left saying it was a life-changing experience. They report they continue to improve their communication within their department and with other departments.

The General Manager said he saw lots of positive results from the program, including increased confidence from the senior managers.

The Training Director said, "The participants [senior managers] loved your program and it's rare to get such positive response."

Morgan Seminar Group

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