**Catseye**
Leadership Development

The Catseye consulting model ensures that all stakeholders in the leadership development process are clear about why it is happening, the individual and business outcomes looking to be achieved, and the mutual levels of commitment to supporting the ensuing changes.

Business POC

Readiness

Alignment & Design

Development Activities

Momentum

Individual POC
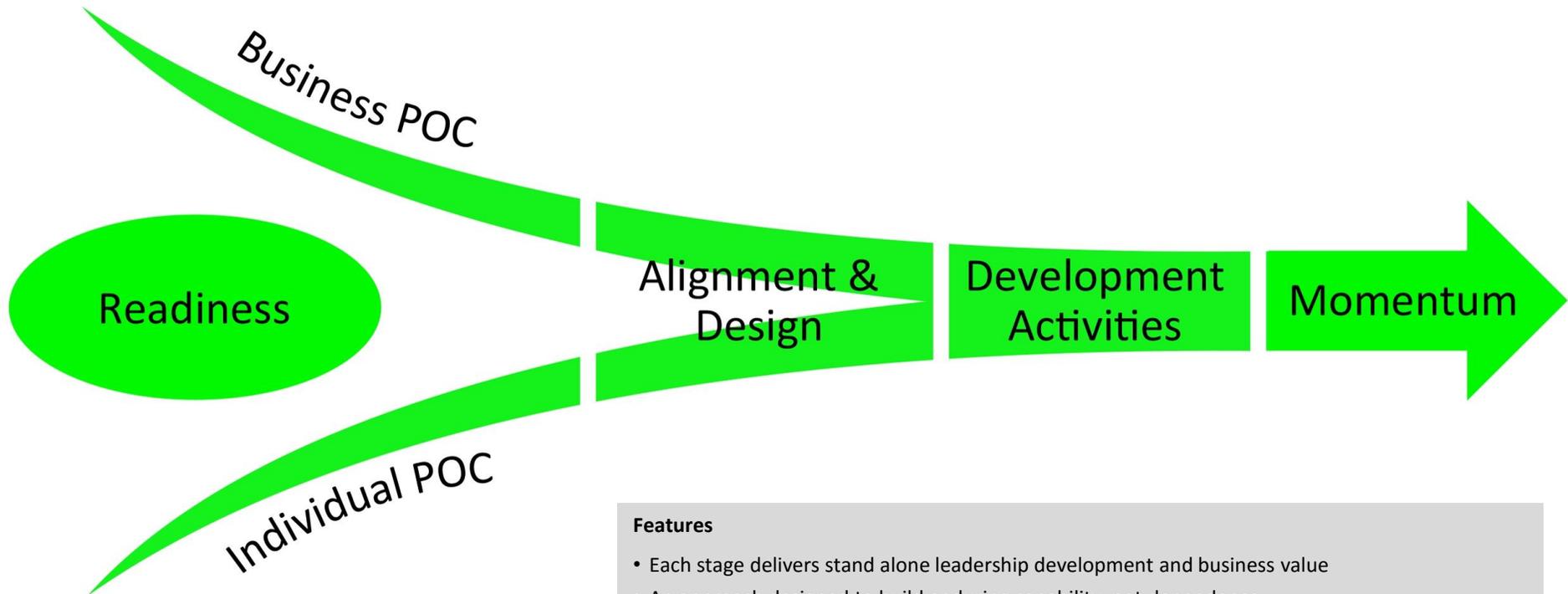
Features

- Each stage delivers stand alone leadership development and business value
- An approach designed to build enduring capability, not dependence
- Supported by online processes where appropriate to optimise time inputs and reporting outputs
- The approach is flexed to work with in-house capabilities so all stages may not be necessary

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	1 - Business Purpose, Outcomes, Commitment (POC)	2 - Individual Purpose, Outcomes, Commitment (POC)	3 - Alignment & Design	4 - Development Activities	5 - Momentum
What happens	A Business POC is created through senior business stakeholders agreeing upon the business purpose and outcomes of developing your leaders to deliver your project / business objectives, along with identifying the personal and business commitment to achieving those outcomes. This may be achieved through a combination of facilitated focus groups, interviews, and online surveys.	All potential participants reflect on their own purpose, desired outcomes, and commitment to their own leadership development within the context of the business and their personal objectives. This is supported by online surveys and is regularly done in conjunction with introductory workshops, line manager input and coaching.	Line managers are given appropriate support prior to carrying out alignment conversations. The intention of these conversations is to explore differences and identify synergies. Afterwards individuals can update their POC's and line managers can again add their input. The resulting data is shared with the business leaders to determine how to approach stage 4 – development activities. This may be done via individual updates and focus groups. Where necessary the business POC might be recalibrated. The design and delivery programme for development activities (if necessary) is then mutually devised and agreed by a mixed stakeholder group. This will include a communications, monitoring and reporting plan, with ongoing reference to progress against the business and individual POC's.	Development activities take place with the POC's being a clear point of reference throughout, and explicitly for initial context setting and final action planning. The activities are underpinned by the concept of leader/peer-led learning, with external providers being used when necessary. Activities may include: mentoring, shadowing, internal and external workshops, coaching, learning sets, online learning, accredited courses and any other innovative approaches identified by the mixed stakeholder group during the Alignment & Design stage.	This is the time to take stock of progress and make sure steps are in place to ensure that leadership capabilities are embedded and keep on growing. Various surveys take place according to the communications plan (including a revisit of all POC's) and a summary report is produced. This highlights achievements and recommendations.
Outputs	The output of the process is a document that clearly articulates the business's POC (you can find an example in the resources and FAQ section below).	The output of the process is an individual POC summary for every single participant, and a combined summary report with high level alignment rating and recommendations identifying trends and anomalies.	• Version 2 Individual POC's • Version 2 Summary Report • Development Activities programme • Communications, monitoring and reporting plan	• Snapshots of progress against the communications plan • Interim reporting for longer projects	• Report on achievements & recommendations for follow up support to maintain momentum • Submission for any awards, if agreed in the communications plan • Project sign-off
Value delivered	• More closely aligned business leaders with a robust Business POC that stands up to scrutiny and fosters support from all business stakeholders • Contributes to the integrity of decisions at all future stages • Helps leaders develop their skills in articulating their vision • Earlier identification of potential roadblocks • Measurable value of leadership development within the broader business context • Starts shaping the process of what to do next	• Increased employee engagement at a personal level and appreciation of the business's investment in their development • Identification of bright and dark spots within the participants (individually and collectively) and their leaders at multiple levels • Creates a bridge for alignment conversations with line managers • Increased self-awareness and tapping in to intrinsic motivations can be enough to help individuals commit to being even better, and often leads to immediate increased performance through an uplift in discretionary efforts • Reinforces the reality that the ultimate accountability for self-development lies with the individual	• Increased rational and emotional resonance between all leaders leads to an uplift in levels of engagement • Shared ownership of business and personal outcomes • Line managers better at having 1-2-1 coaching conversations • Clear measures for signposting and achieving success • Clear briefs (RFP's) for outsourced solutions if required	• Learning is context-led (not content-led) so readily applicable, leading to uplifts in performance • Leader and peer-led learning fosters more collaborative and inclusive working environment, including a better tolerance of differences and mistakes • Business benefits from a stronger culture of a growth mindset, which can inform and boost business growth • Engagement and retention levels rise	• Successes are celebrated and change is embedded • Collateral benefits are identified, and where appropriate replicated and magnified • Clear statement of how leadership development has helped deliver on business outcomes • A stronger, more cohesive leadership team ready to grow together and take on the next set of challenges • Improved culture across the business leading to better brand positioning in the market place for talent

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What might a Business or Individual POC look like?

In our experience these vary from project to project, but to give you a flavour you can view and download examples of both a **Business POC and individual POC**.

The illustrative POC's here are based on a major oil & gas company looking to invest in developing their middle managers (approx. 50 individuals) to lead their teams more effectively.

The business POC was created through a Catseye facilitated focus group. The group members included the Operations Director, CFO and HR Director.

The individual POC was written by one of the middle managers identified as the target audience for future development activities.

What is Readiness? How do we get started?

We do our best work when we have a close partnership with our clients. By being on your side, and accepted as such, all our efforts and energies go into supporting the delivery of your outcomes.

The first part of Readiness is all about getting the 'fit' right for us to be able to work together. Let us know what is important to you and we can let you know what is important to us.

The second part is for both parties to get an increased understanding of your project. Both of us will be asking lots of questions and sharing ideas. Some of the things we'd like to find out can be found in our **Scoping Checklist**.

We will then summarise this in an outline document. Once this has been approved, and terms and conditions have been agreed, we can get cracking.

We love what we do, and once committed, will do whatever it takes.

How can we go faster? We know what we want to do, so can't we skip a few stages?

We work with clients at all different stages in their thinking, sometimes directly alongside business leaders, sometime in conjunction with in-house L&D / HR functions, and often a combination of the two. One thing we always bring to the table is a completely fresh, objective view of the situation, informed by our experience of working with many teams of leaders in all sorts of industry sectors.

We like to help you zoom out to the why before zooming into the detail of the how. We recognise too that a lot of thinking and analysis may well have happened before you call us in. When this is the case we might all be able to go a bit faster. We have a list of **Speed Factors** which will help us agree where we can put our collective foot to the pedal!

What might go wrong along the way? What if priorities change? How we can guarantee our leaders really will be better?

Like you, we have worked on many projects that, with the benefit of hindsight, could have gone so much better…. So we are committed to increasing our levels of foresight by predicting what might derail the project.

Together we can carry out a **Pre-mortem Analysis** at every critical stage of your project, then mitigate and adapt accordingly. As a collateral benefit this is a skill your leaders will pick up from working with us, or maybe they're consistently doing it already!