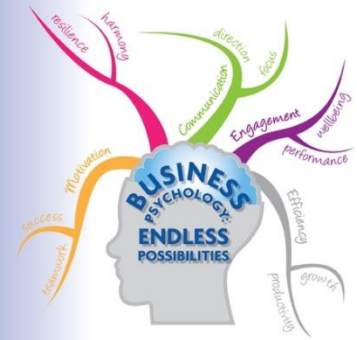




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Nothing In Life Is Free: two options for a leadership programme

Deborah Tom, Human Systems
Louise Kordel, Barclays Capital

Introduction

- Leadership Development continues to be a 'hot' topic
- Leader-led development has emerged as a trend in response to economic climate
- Leader-led training and other forms of internal training has been a means to L&D survival!

This is not about theory – this is about a real example of both

The BarCap Challenge

Investment Banking Culture

- Retention of top talent
- General management and leadership capabilities
- Organisational change

Economic Climate

- External perception
- Headcount and budget
- Managing motivation

Acquisition of Lehman

- Change and uncertainty
- Impact on organisational structure
- Career progression

Case Study 1: vendor-led development



What we did...

- Winning the project
- Building the relationships
- Design, delivery, evaluation, project management

Who went through it...

- Pilot of 36 Directors from Infrastructure

What the programme looked like...

- Engagement call, bespoke 360, prework
- 3 x 3 day events
- Coaching every two weeks

Who designed and delivered it...

- A specially formed team

Who administered it...

- In partnership

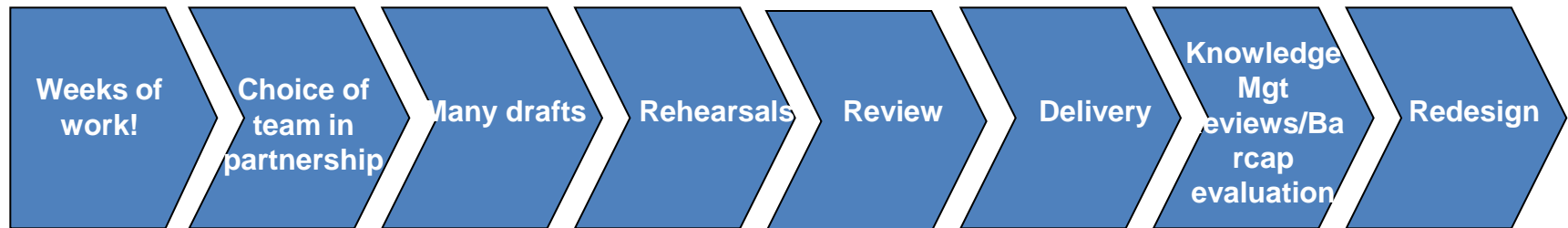


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Case Study 1: vendor-led development

How we designed and delivered it...



Case Study 2: leader-led development



What we did...

- Leadership essentials development programme for mid level managers across Technology globally.
- 'Real IT training for IT people, delivered by IT people'

Who went through it...

- 400 high performing Managers from across the globe split into learning groups of 15

What the programme looked like...

- 6 x 3 hour 'masterclasses' on a range of leadership topics
- Networking events and speaker series
- Launch and close event

Who designed and delivered it...

- Senior Directors from Technology

Who administered it...

- L&D team responsible for project management and ALL aspects of programme coordination and scheduling

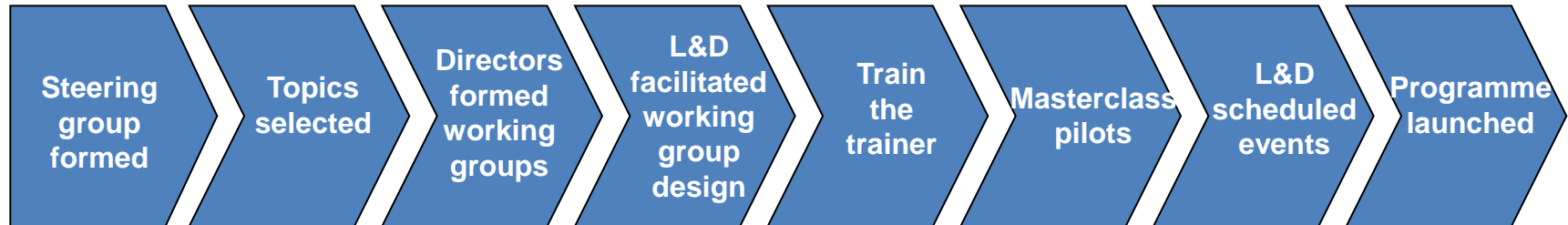


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Case Study 2: leader-led development

How we designed and delivered it...



Discussion Groups

- Split into 2 groups facilitated by Louise and Deborah
- 20 minutes to discuss 1 case study in more depth
- What are the 'Rules for Success' for both approaches?
- Share own experiences and we will be honest and share ours

Rules for Success: vendor-led development



1. Read the instructions on the tin
2. Team design improves the design – but it takes six times longer
3. You can be utterly transparent with the client – if you chose your client well
4. Don't compromise your brand standards – there is a consequence
5. If you want to run a global programme, you need to start sourcing talent abroad now
6. Always, always, always deliver on time and to expectation - it is the best way to build trust
7. Plumbers, builders, psychologists – the same: it takes longer than you imagine; add leeway
8. Work with the client on the evaluation criteria and constantly check yourself against it
9. Creativity increases with diversity but you need to manage that diversity to work together
10. Leading clever, creative, independents – requires sacrifice, humility, firmness, perspective
11. There needs to be a leader who stands back, sees the whole, controls the budget
12. Erstwhile keep focusing out – on the clients in the system, use all your senses to notice how things are landing; keep the balance - trust the process; trust your people and flex when necessary.



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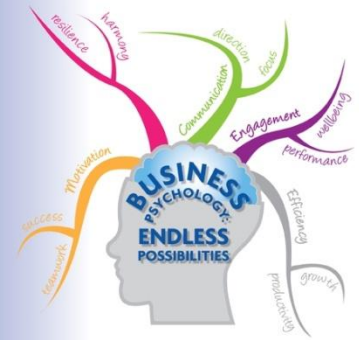
Rules for Success: leader-led development

1. Consider your audience: this approach is not practical for senior leaders
2. Don't underestimate the amount of resource required for admin
3. Ensure your sponsor realises from the onset that there are still costs involved
4. Recognise it will take at least 80% longer to design than vendor driven training
5. Ensure you have 20% more 'leaders' to deliver than you think you need
6. Leaders time is crucial: time to develop and time to deliver need to be estimated and communicated from the onset and the leaders line managers engaged
7. A strong project manager is key: they will need strong influencing and stakeholder management skills
8. Expert L&D skills are required on the team to ensure useful and sustainable content
9. It is essential to have a steering committee with L&D experts on board through the duration of the programme
10. Don't waste time, money and resource on formal marketing of the programme – communication and engagement will spread automatically with the sheer amount of people involved
11. Recognise the impact the initiative can have on your organisations culture – it can become a monster!





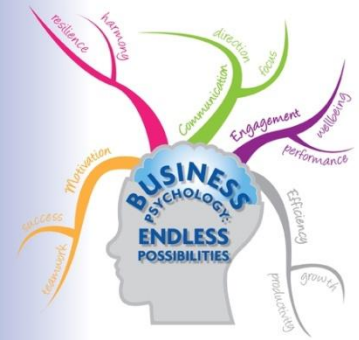
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There is always a cost to leadership development – it is just not always visible...



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Questions ?