

Leading-On-the-Ground Workshop™: Learning to Lead at the Next Level



Leadership Training: The Background

Unfortunately, the subject of leadership in business has been treated with too much of philosophy, esoteric theories, and academic concepts. Leadership Development Programs are choc full of theories on Charismatic Leaders, Transactional Leaders, Transformational Leaders and other social science theories.

It is also fashionable to distinguish leaders from managers. The Leader does the right things and the manager does things right. Leaders work with heart, managers work with head. Leaders set directions, managers plan details. Leaders innovate, managers administer. Leaders use personal power, managers use positional power. Leaders inspire, managers control. So on and so forth.

In reality, such theoretical clutter hardly adds value to the business. It is neither possible nor desirable to distinguish managers from leaders. What we need instead, is a focus on:

- Leadership as a special job requirement.
- Learning to lead on-the-ground.
- Acquiring the necessary competencies to lead successfully at *different levels* in an organisation.

How is Leading-On-the-Ground Workshop™ Different?

Leadership in action does not occur in a vacuum. It is level specific. A leader acts with reference to the tasks and objectives at a particular level. The roles and responsibilities of a first line manager, a functional head and a CEO are vastly different. So are their skill requirements, their priorities, and what they actually do on-the-ground. An employee who is a super-performer as an individual contributor, such as a sales rep or a software programmer, does not automatically evolve in to a successful first-line manager. He needs to learn the priorities, skills, and actions of a first line leader to be successful at this level.



Similarly a highly successful zonal sales manager would fail in the role of the vice-president of marketing and sales, unless she specifically learnt the priorities, skills and actions needed to be successful at the new level.

This is why all too often we see first line managers who only manage to become a *super sales reps* and continue to do what they did as a sales rep. Or engineering managers who do more engineering than managing.

Leading-On-the-Ground Workshop™ is light on theory and heavy on action. It focuses on different leadership requirements at different levels. It puts emphasis on awareness and skill building specific to each major *leadership transition point*.

This workshop is based on the ground-breaking *Crossroads Model* of leadership, pioneered by Dr. Walter Mahler and successfully adapted and applied by Ram Charan and others in some of the world's leading and most successful organisations such as GE, Dell Computers, De Beers, Hewlett-Packard, Goodyear, IBM, Marriott, Citicorp, Ingersoll-Rand and many other companies.

How Does **Leading-On-the-Ground Workshop™** help Leaders?

The workshop is designed to address the learning gaps as leaders transition from one leadership level to the next. Since the priorities, work-focus and skill requirements are different at each level of leadership, **Leading-On-the-Ground Workshop™** is a suite of four different workshops. Each workshop in the suite is designed to assist leaders at a particular level learn the priorities, work-focus and leadership skills appropriate for that level. The four different leadership level workshops are:



The New Leaders' Workshop™:	From individual contributor to leading others
Leading the Leaders Workshop™:	From leading individual contributors to leading managers
Leading a Function Workshop™:	From leading managers to leading a function
The Business Leaders' Workshop™:	From leading a function to leading a business

Leading-On-the-Ground Workshop™ extensively employs experiential learning techniques. The workshops are designed for Active Adult Learning through exercises, simulations, case-studies and other individual/group tasks. Action Learning Projects designed around the agenda help integrate and internalize learning points after the workshops have ended. The design includes Pre-Workshop Assessments and Follow-up Assessments. Learning activities are customised to capture an organisation's specific situations, practices and cultures.

The Workshop Agenda

- Leadership: Mental Models
- Breaking Leadership Myths
- Leadership Demystified: Business Acumen and People Acumen
- Leading at different Levels: Different Skills, Priorities, and Work-Values
- Level-specific Leadership Skills
- Level-specific Leadership Priorities
- Level-specific Leadership Work-Values
- Signs of Transition Troubles
- What Skills, Priorities and Work Focus must a Leader leave behind?
- What Skills, Priorities and Work Focus must be retained?
- What Skills, Priorities and Work Focus must a Leader freshly acquire?
- Closing the Transition Gap
- Developing a post workshop Learning Plan