

Aquarius

AQUARIUS MANAGEMENT CONSULTANTS **NEWSLETTER**



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LEADERSHIP DEVELOPMENT

KNOW THYSELF!... THE FIRST COMMANDMENT

NEW LEADERSHIP AND OD TOOLS

We have developed three web based assessment tools to help our clients improve their performance. These draw on the original thinking of George Litwin and W. Warner Burke, and reveal much about the way a leader influences the many variables that drive performance. The assessment tools focus on:

- Organisation review (The Business/Leader Questionnaire)
- Board health checks (Board Member Questionnaire)
- Leadership effectiveness assessments (Core Leadership Performance Questionnaire)

The Business/Leader review helps organisations judge their responsiveness to the External Environment; whether subordinates understand their unit's vision and strategy and whether the values and behaviours the leaders are exhibiting are appropriate. It also probes whether the organisation has what it needs in terms of Culture, Structure, People/Job matches and Organisational processes.

The Board review covers similar territory but with more focus on how the Board is working


The Leadership Review drills down more deeply into Leadership Behaviours and Values (including Emotional Intelligence) and helps identify a range of practices leaders are using to encourage achievement. It also examines the unit condition, a reflection of what it feels like to work in a unit and the orientation of the leader towards encouraging achievement.

The Business/Leader questionnaire was recently piloted with a South West of England PCT who were trying to assess whether an organisation review was necessary, and if so what scope it should have. The sponsor of the project team, Dave Killoran, the Finance Director comments

"Often a significant challenge is identifying the themes to inform the scope of an organisation review - the assessment tool really paid dividends here and allowed the senior team to focus their energies on the crucial factors"

The Board Health check is currently under review with a major TV company. The Leadership questionnaire is under review with a large county council.





“At the individual level, leaders mentor and coach and motivate; at the group level they build teams and resolve conflicts; at the organizational level, leaders build culture”

Mintzberg - Management guru

LEARN LEADERSHIP

We draw from a wide range of concepts, models and diagnostic tools to make sure that the Aquarius approach to developing leaders is at the forefront of latest thinking.

We believe leaders need to:

- **Develop their curiosity** about the world and people if they are to have the insights that matter - effective leaders have a good understanding of their environment, are aware of what is going on around them, see patterns and have insights about what might happen in the future
- **Understand their dreams** and what they aspire to achieve: developing imagination is key to creating a compelling vision
- **Make sure their organisations are fit** – that all interventions fit together and are tailored to focus on what makes the difference
- **Pay attention to the things that matter** and not get drawn by inappropriate issues – whilst it is important to get down into the engine-room regularly, it is also vital to get back to the bridge if the whole picture is to be kept in mind
- **Build confidence** and encourage it rather than concentrate on deficits. They need to need to demonstrate appropriate values and behaviours, cope with ambiguity, ask tough questions and build strong relationships
- **Build the capacity for change**, to challenge people, empower them and encourage their creativity, adopting practices that will bring out the best in people and creating the conditions for success
- **Understand their organisations culture and history**. Those that fail to learn from history are doomed to repeat it. An organisation's culture can be like WD40 or treacle. It can oil the movements or slow them down – many new strategic initiatives have simply been absorbed by an unresponsive culture with its attendant systems, processes and unwritten rules – to disappear without trace! We encourage leaders we work with to rigorously assess their culture and understand its fit and alignment with their vision.

We believe this model provides an important insight into leadership, and we use it to shape and influence our assessment, coaching and development programmes.

COACHING TODAY'S AND TOMMOROWS TOP LEADERS

A good coach will make his players see what they can be rather than what they are.

Ara Parasheghian - American College Football Coach

Aquarius **executive coaches** work on a confidential basis with senior executives to make a real and lasting difference to their performance. Our coaches are very experienced and have worked in both the public and private sectors.

Coaching usually consists of a one-to-one relationship with the purpose of developing, within the individual being coached, a new skill or enhancing performance in some way. The analogy of the “coach” is taken from the sporting world, where sports coaches help players to develop valuable skills and mental attitudes. The work of an executive coach is very similar.

Coaching is not teaching or training. Coaching is about helping people to take responsibility for their own development so that they can realise their full potential. For this to happen, the quality of the relationship between the two parties is crucial. The coach needs to have a highly developed set of competencies and a great deal of management experience of their own. The executive needs to be willing to engage with the coach and trust their guidance.

We work with our clients in a range of developmental situations, often when they are undertaking a major transition, for example entering senior management, taking charge of a new division or going through a restructuring programme.

We have recently and successfully worked with directors and senior managers in both the public sector (Health Service, County Councils, Local Authorities and Police) and the private sector (Telecomms, Finance and Media). Our Coaches are particularly experienced at working with senior management teams and boards.

For more information please visit our web site www.aquariusconsultants.com, or call Martin Gregory on :

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Aquarius is an independent management consultancy with a core team of highly experienced consultants in business and people management. We have expertise across a wide range of business sectors and activities through many years of working with every kind of organisation, from Blue Chip companies and Government Departments to community based Primary Care Trusts.

CONSULTANCY NEWS

COMPANY NEWS

2004 has been an excellent year for Aquarius and has seen our consultants working on a range of interesting and varied projects. Highlights include helping Royal & Sun Alliance with a range of OD projects, working with the Cantrell & Cochrane Group (which includes Bulmers), in Ireland on a large organisation change programme, and tackling a range of Equal Pay projects for Government Departments and Agencies.

We are working hard to develop our methodologies and consulting approaches and will look forward to sharing our thinking with you in the coming year.

CHRISTMAS MESSAGE

We would like to thank all our clients for their continued support and wish them a happy and prosperous New Year.



CONTACT DETAILS

If you would like more information about any of our work please call us on:

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OUR PEOPLE



We are delighted to welcome Angela Ellam to our team. Angela is an accomplished management consultant and has previously worked for PE International and Capita. She has a detailed and up to date knowledge of the public sector gained from working in local government and through her management consultancy experience. She has helped a large number of clients including Government Departments & Agencies, local authorities, health trusts. She is adept at facilitating change, improving performance and managing projects.

We also bid farewell and wish every future success to Alan Bentley. A long serving member of Aquarius, Alan has left to run his own company IPM Limited. IPM are based in Peterborough and provide expatriate management services.



Lifeboats

Each year, we donate the savings made by combining our newsletter with a Christmas card, to charity. This year we are contributing to the RNLI.