

GROWING YOUR OWN LEADERS

HLP Participants 2008



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Organisations and, in particular, employees know how critical it is to have the best leaders on board, courageously navigating the way forward for your business. Leaders creating a sense of future, inspiring individuals and teams to achieve extraordinary results, providing support, coaching and development, and valuing the contribution people make to the organisation's success... these are just some of the things today's leaders are made of!

During 2008, Sheffield worked with Huhtamaki New Zealand to design and implement the HLP (Huhtamaki Leadership Programme). The objective was to develop leadership capability that would facilitate the achievement of business results. Much more than a series of workshops, the programme incorporated some key elements:

- At the outset, we identified the **critical leadership competencies**: what would make the difference?

- We then assessed strengths and gaps relative to these competencies. Development Dimensions International's Leadership Mirror (a 360 degree survey) was used to provide participating managers feedback on performance.
- Development modules facilitated over the most part of the year focused on identified competencies. Themes included:
 - Essentials and challenges of Leadership.
 - Achieving Leadership Potential.
 - Performance Planning and Reviewing.
 - Feedback, Coaching and Managing Performance Problems.
 - Influential Leadership.
 - Selecting Talent.
- Coaching discussions helped to progress development goals and activities.
- A business-related project demonstrated clearly the value of achieving results through people.

Perspectives



GROWING YOUR OWN LEADERS Continued

- Involvement of senior leadership was critical, both as coaches and as project sponsors.
- The programme concluded with a presentation to colleagues and senior management on project results achieved.

Participant feedback identifies the value gained from this programme:

"In summary the DDI course was a life changing experience for myself. It introduced a completely

new dimension to my inherent understanding of people interactions. The course taught me to think not only of what is being said or heard, but to concentrate on the how and the why. Essentially to become more aware of the emotions and interaction styles on the table and then channelling discussions towards a positive business outcome. To this end the DDI course has presented me with a comprehensive tool box for almost every business situation, which I value greatly and constantly

refer to. The tools provide you with a professional framework to ensure you concentrate your efforts and get the best results from your working life as a business leader."

*"I found the programme extremely beneficial. It was run in modules that allowed for easy reference at a later date and gave practical methods of approaching what are sometimes difficult subjects, such as performance management and conflict."
"It teaches you to approach things*

in a structured and well thought out manner which allows you to keep focus and direction."

"I found the seven leadership imperatives invaluable. It has allowed me to become a more balanced manager by ensuring I am not neglecting any one area."

In closing, we would like to recognise the firm commitment of all participants, the senior leadership team and HR Management to this initiative.

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