next generation

our perspective

The development of the next generation of leadership is one of the most important aspects of a Leader's role - it is probably the single greatest responsibility leaders carry. Yet few leaders invest the necessary time needed, often choosing to delegate responsibility to their Human Resources Team or in many cases hoping that development will just happen on the job.

The most talented leaders not only see this as an opportunity for the individuals, but also an opportunity to practice and improve their own personal leadership. Most importantly they see it as an opportunity to enhance the competitiveness of their organisation in the most sustainable way and generate a strong talent pool for the future. This work is at the heart of Devote. We invest time in all the work we do, striving to create opportunities for individuals to exceed their own leadership expectations.

"I start with the premise that the function of leadership is to produce more leaders, not more followers." Ralph Nader

GlaxoSmithKline

In April 2010 GSK invited Devote to design and deliver a leadership intervention for the next generation of leaders within their UK Consumer Healthcare Business.

The group of forty leaders reported directly into the Leadership Team and formed the backbone of the organisation in terms of driving the execution of the strategy throughout the business.

1 preparation

It was important to the Leadership Team that they were actively involved in the delivery of the programme and as such Devote designed the activities with that objective in mind.

The initial preparation for participants therefore involved a 1:1 briefing / coaching session with their direct line manager. This session was designed to support the programme participant in terms of helping them to identify their personal leadership development objectives and reflect upon what they wanted to gain from the experience.

2 residential

All participants were invited to a two-day residential programme. The programme was designed to form the group as a team by helping them share an experience together, define their collective purpose and work together to deliver against a real business challenge that was set by the Leadership Team.

Devote used a combination of activities to engage the team and involve them in creating a vision for the contribution that they wanted to make to the business and in doing so frame the leadership role that they wanted to take.

3 application

As part of the residential programme the participants were sub-divided into 'Fast Teams' and set a real-life business challenge to solve within eight weeks. Each Fast Team invested time forming whilst on the residential programme but had to continue the work back at the office in order to deliver against their specific briefs.

A Leadership Team member sponsored each of the business challenges. As a sponsor they were responsible for briefing the team on their specific challenge and providing on-going support throughout the process.

4 review

After eight weeks all the participants were invited back for a one-day review meeting.

Each Fast Team reported back to the Leadership Team and shared their recommendations on how the business challenge could be addressed and what actions could be taken.

The session showcased the work delivered and reinforced the value that could be derived from harnessing the potential of the team. A number of the recommendations were signed-off by the Chairman and a series of follow-up actions taken.

the results

The programme is ongoing and the Leadership Team are committed to continue investing in the development of this group in 2011.