

## Leadership Effectiveness Appreciation

*Ensuring that your leadership and management competency development is on track*

*“Helping individuals actualise their full potential and optimise their inherent capability”*

### INTRODUCTION

Against the backdrop of an increasingly demanding and complex environment, organisations not only have to identify the potential - and the development needs - of their people, but also ensure that they make the best possible use of the materials and resources available to them.

The Career Path Appreciation (CPA) process has served organisations well in identifying individuals' innate abilities (theoretical capability) to manage organisational and societal complexity, as well as the likely future growth in this ability. It serves as an indicator of the pace at which an individual's personal development should proceed, and offers assistance with the setting of realistic career objectives.

However, the need exists to assist individuals in the **actualisation** of their potential and in helping them **improve** their applied capability. Although the CPA provides information about the minimum necessary requirements, it does not provide sufficient information about the impact of education, personality and other competencies. The Leadership Effectiveness Appreciation (LEA) was developed to address this need.

### WHAT IS IT?

The purpose of the LEA is to review the progress and unfolding of the individual's effectiveness repertoire. The **Effectiveness Repertoire** refers to the dimensions of leadership and management, as well as the comfort with which the individual can utilise alternative approaches when required. No leader can be successful in the long term if the management aspects are not sufficiently developed.

The LEA can be seen as a "CPA Part II", or a process to assist individuals in understanding their unique strengths and vulnerabilities (against the background of their theoretical potential), and how these form the pattern of their leadership behaviour and choices. In short, it is a process that reviews the unfolding of the individual's preferred Career Advancement Strategy (CAS), Potential Inhibition Factors (PIFs), as well as the required developmental action.

The leadership development review process normally consists of four phases:

- a brief revisit/update of the CPA information,
- identification of the current leadership and managerial repertoire,
- a focus on the bifurcation (turning points) in both career and personal life,
- An agreement on requisite future actions.

## **CAREER ADVANCEMENT STRATEGY**

The Career Advancement Strategy (CAS), is the sum total or overall pattern of an individual's conscious (and unconscious) choices, tactics, performance, effort, energy, life conditions, environment, as well as their innate abilities. It represents an individual's **'template for career/life success'**.

Individuals who adopt an inappropriate CAS, or fail to amend their CAS in time with changing events, are unlikely to actualize their leadership potential. Note that this concept is firmly based on the emerging/unfolding understanding of human capability and the need for contextual adaptation. It is therefore not a 'trait' or 'type' approach.

## **POTENTIAL INHIBITION FACTORS**

The Potential Inhibition Factors (PIFs) are those aspects in an individual's makeup that will prevent him or her from actualizing their theoretical capability. Note that PIFs should be distinguished from derailment factors. The latter concept refers mostly to failures/tactical errors on the part of the individual. In contrast, PIFs indicate a more encompassing concept that may include personal choice, structural or historical conditions, as well as personal deficiencies.

Part of the LEA is for individuals to understand the difference between that which they can and should change in themselves vs. that which cannot be changed and should therefore be managed by adjustment of the fundamental CAS. An example would be a lack of education, where illiteracy would present a major obstacle, but a lack of tertiary education could be catered for in other ways.

## **THE REQUIRED DEVELOPMENT ACTION**

The outputs of the LEA are the identification of the preferred Career Advancement Strategy (CAS), Potential Inhibition Factors (PIFs), as well as organisational level-specific competencies, which require attention. The focus of this part of the LEA is to separate individual from organisational responsibility for development. The individual is expected to decide on the need for, and the nature of, any required developmental action. The individual has the full right to decide whether further required development action is necessary or not.

## **SUPPORT**

BioSS SA offers a range of customised interventions that include inter alia:

- Personal coaching
- Referral
- Guided or independent Work / Four Journey journals
- Individual level-specific thinking skill sessions
- Assistance with realistic goal setting or ongoing feedback/review sessions
- Soundboarding
- Interpersonal facilitation skills training
- Assessment centres
- 360-degree assessments
- Public workshops
- Literature
- Guided field assignments

*Contact us for more information or visit our website on [www.bioSS.co.za](http://www.bioSS.co.za)*