



Leadership development in challenging times

**ENHANCE THE QUALITY AND IMPACT OF
LEADERSHIP ACROSS YOUR ORGANISATION**

Contents

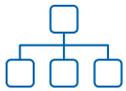
Critical times require exceptional leaders	01
The business case for investing in leadership	03
Guiding people through the leadership journey in a time of far-reaching change	04
Nurture and develop your middle managers	06
Cost-effective and flexible solutions	08

Critical times require exceptional leaders

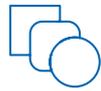
We are living through the great dislocation. COVID-19 is driving change on an unprecedented scale. The validity of entire business models is threatened. Deeply entrenched assumptions are being questioned. Organisations are having to restructure and re-orientate in order to survive in a challenging new environment.

At every level, from C-Suite to first-time line manager, the demands made on leaders have never been greater. Their role in helping to guide their people and their organisations through a landscape of continuing and radical change has never been more important. Our role in FTI Consulting is to help leaders develop the capabilities they need to respond to:

Trigger events



Structural change caused by the global pandemic



Transformation and the future of work



Restructuring



Corporate transactions



Crisis and disruption



Environmental, social and governance



Change in the legal and regulatory framework

Business drivers



Change in strategic focus



Restructuring to achieve competitive edge



Increasing retention and productivity



Enhancing operational efficiency



The business case for investing in leadership

At FTI Consulting, our People & Transformation team work on the fundamental premise that leadership can be learnt.

We know that exceptional leadership leads to enhanced organisational performance and sustainable value. According to the Journal of Applied Psychology, approximately 30% of leadership is innate. Therefore, business case for investing in leadership is compelling. The 70:20:10 learning methodology that so many organisations adopt tells us that leadership can't just be taught, but it can be learned and developed like any other skill. We can work with you to achieve many goals at all levels of leadership across your organisation.



For your organisation

- A clearly defined pathway to a successful future
- The effective implementation of strategy
- Embedding change – in culture, operations or organisation design



For your people

- Building a strong and flexible leadership team
- An authentic leadership style that works for leaders, their people and the business
- The confidence, knowledge and skills to build fruitful professional relationships



For your leaders

- Increased levels of engagement and commitment
- A culture of confidence, drive, innovation and creativity
- Retention of your best people

Leaders are made, not born

Just like riding a bike or learning to swim, leadership is a series of behaviours and skills that need to be learnt.

Guiding people through the leadership journey in a time of far-reaching change

At each stage of their career, leaders need to develop the confidence and practical skills they need to maximise impact and business results, develop teams and individuals and to establish a positive and productive culture. We use eight levers to facilitate that process in a time of unprecedented and radical change.

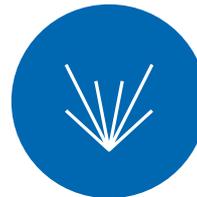
COST EFFECTIVENESS

Every organisation is seeking to manage its costs to ensure value for money. Our learning methodologies minimise avoidable cost – e.g. room hire, travel and accommodation. We use face-to-face learning only when additional costs are justified by value delivered.



IMPACT

We live in a society in distraction is the norm. To cut through the noise, our programmes provide a rich, varied and textured experience to attract and retain the learner's attention and focus. Every component in the programme – from online workshops and project work and from team activities to business simulations – is designed to have a direct and compelling impact



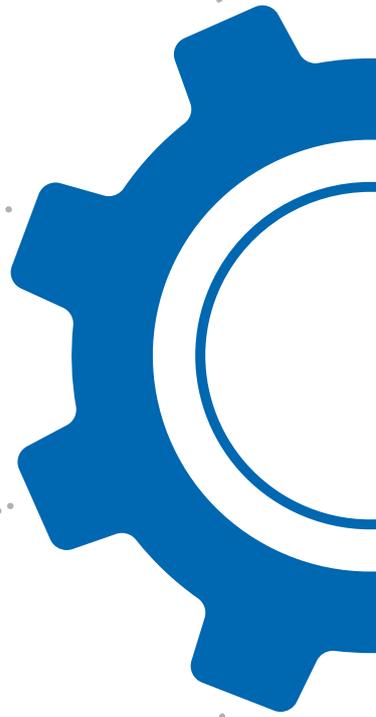
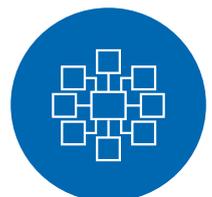
CARE

The focus on the duty of care every organisation has for its people's health, safety and wellbeing has been sharpened by COVID-19. Our leadership programmes combine high challenge and high expectations – with structured support and pastoral care. We demand a lot of participants – and we create a learning environment of psychological safety in which people can develop and grow.



DATA

From psychometric, pulse and engagement surveys and in-house data collection and benchmarking to predictive data and measurement – our leadership programmes are grounded in real-time data and in measurable outcomes and impact.





AGILITY

In a time of disruptive change, a leadership quality critical to personal and organisational success is agility. Our programmes require individuals to show high levels of agility and flexibility in responding in real time to changing demands



AUTONOMY

We encourage self-reliance and self-directed learning. Individuals find what they want, when they need it – online and in person from others. Increasing the scope for autonomous action enhances the learner’s motivation to engage fully in their own growth and development.



COLLABORATION

We combine the power of individual learning, where the learner engages with content entirely alone, with the multiplying effect of learning with others. We bring creativity to providing those opportunities – from online forums and mentoring programmes to challenges that can only be met by collaborative effort.



COHERENCE

We embed our leadership development programmes in the culture and in the day-to-day life of your organisation. Everything is brought together in an integrated and holistic way – performance management, goal setting, formal training interventions, on-the-job coaching, self-guided learning ‘lessons learnt’ sessions on the completion of projects and initiatives etc.

Nurture and develop your middle managers

We help countless heads of department and middle managers learn, enhance and modify the vital behaviours they need to demonstrate to get the best from their teams – always including ample opportunity to apply the learning and receive constructive feedback.

Recent assignments include:



Helping experienced managers tackle areas of weakness or poor performance



Equipping line managers with the skills and knowledge to manage within the local employment law framework



Enabling managers to build their skills in a new or vital area of responsibility



Rolling out a blended learning programme (psychometric & 360° assessments, 1:1 coaching, on-site workshops etc.)



Leading people through change – smoothing the process across the organisation

Content was rich and varied. The coach was very experienced with real boardlevel credibility. I appreciated the useful insights, on a broad range of subject matter.

– Senior director of a professional services firm

CASE STUDY

INTERNAL COMMS RE-SET AND CULTURE SUPPORT

SITUATION

FTI was engaged by a global insurer to provide comprehensive internal communications support and communicate the annual priorities for the executive committee. Using quantitative survey results, employee focus group and interview data from C-suite members, FTI consultants created an annual communications cadence to re-energise internal comms within the organisation and deliver on executive strategic priorities. As COVID-19 necessitated lockdown, engagement shifted in the form of L&D webinars to support the company's learning culture, as well as materials to maintain and protect the unique corporate culture during employee's return to the office.

OUR ROLE

FTI sought to map the key strategic priorities of the executive committee and distil key communication themes across the organisation. Following an internal comms audit conducted earlier in 2019, FTI consultants interviewed the executive committee of the insurer in order to distil the key strategic priorities of C-suite. Following this, a comprehensive annual communications calendar was developed and FTI consultants were engaged in developing

tactical assets to deliver on the company vision and strategy. This encompassed a timeline indicating the content, channel and frequency of comms used to deliver content in line with employee and executive preferences outlined in the company-wide audit.

As COVID-19 took hold of organisations around the world, FTI consultants continued to support the client by developing a series of webinars aimed at supporting the leadership of remote teams during lockdown and making most of the organisation's remote learning potential. FTI consultants also became engaged in developing a return to office playbook to support efforts to get the organisation back to business as usual, and more recently have developed an approach to support the organisation's unique culture; using a proprietary culture model, FTI identified the primary components of the pre-COVID culture, and scheduled focus groups and interviews to establish how lockdown have shaped the company's culture. From this perspective, consultants will develop a report of the executive committee with tactical and strategic recommendations to maintain the organisations' culture going forward.

OUR IMPACT



Internal comms energy and employee engagement during lockdown

Overall, internal comms have undergone an extensive 're-set'. Employees and C-suite alike have been engaged in developing the new comms strategy and cadence, which has been received in a resoundingly positive manner. With the onset of the COVID-19, over 250 employees of all levels across the organisation became involved in the learning of remote working and leadership best practices. As the company prepares to return to its onsite premises, FTI consultants are in the process of developing a robust recommendations report for the executive committee, delivering strategic and tactical methods for maintaining the company's culture during this process. This will include an analysis of the conscious and unconscious cultural elements that provides the company with its own organizational 'secret sauce' and tactics on maintaining and protecting this.

Cost-effective and flexible solutions

To respond to the constraints on travel and on physical proximity created by the global pandemic, we are making creative use of a wide range of technologies and platforms – from Zoom and Microsoft Teams to online video recording and highly interactive virtual learning – to ensure we can meet the challenges our clients face and the goals they are determined to achieve.

For every engagement we use a powerful and tailored combination of the different approaches set out below.



Workshops and Seminars



Coaching



Facilitation



360 review and feedback



Bite-sized sessions



Technology enhanced learning



Business games and simulation



Use of actors to embed learning



Virtual classrooms



Team away-day



Bespoke e-learning



Experiential, project based and action learning



Diagnostic and psychometric training



Networking and knowledge forum



Content and train-the-trainer design for internal delivery

Tailored delivery

Drawing on our extensive library of resources, we design customised programmes that reflect your organisational strategy, language, process and culture. For those looking for fully bespoke learning, we expertly craft a programme following meetings with key stakeholders and extensive background research on your organisation and current business challenges.

Please contact us at peopleandchange@fticonsulting.com to discuss your unique leadership development requirements.

Beyond leadership development, we can support you in:



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EXPERTS WITH IMPACT™

About FTI

FTI Consulting is an independent global business advisory firm dedicated to helping organisations manage change, mitigate risk and resolve disputes: financial, legal, operational, political & regulatory, reputational and transactional. FTI Consulting professionals, located in all major business centres throughout the world, work closely with clients to anticipate, illuminate and overcome complex business challenges and opportunities. For more information, visit www.fticonsulting.com and connect with us on Twitter (@FTIConsulting), Facebook and LinkedIn.

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