



A Comprehensive LEADERSHIP DEVELOPMENT JOURNEY

CASE STUDY

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► SITUATION/PROBLEM

With the need to develop a leadership program to pursue unique leadership behaviours in different areas, a well-known Saudi Authority decided to present a **comprehensive leadership development journey** for a final list of talented directors for executive positions to be equipped with **the required competencies and behaviours**.

The client's urgent request emerged for designing and developing a pioneering leadership journey tailored to nurture distinctive leadership behaviours across diverse areas. This initiative aimed to orchestrate an all-encompassing leadership odyssey for a select cohort of future leaders earmarked for executive roles, instilling them with the essential competencies and behaviours required for success, desired by the organisation. This comprehensive development journey was finely designed to cover and achieve a variety of objectives, including the attainment of competitive advantage in the corporate landscape, fostering self-awareness, and stimulating personal growth, driving performance improvement, and facilitating skills enhancement. Ultimately, this transformative effort aimed to shape individuals into visionary leaders, well-prepared to handle the challenges of leadership effectively and with a significant impact.

► CLIENT NEEDS

Seeking to gain a competitive advantage and empower directors

with the needed leadership qualities for exceptional organisational leadership, our client requested that the directors participate in a comprehensive leadership development journey. This initiative was designed to enhance the participants' leadership competencies tailored to the needs of the organisation, develop and embed the desired set of behaviours, and utilize practical application of acquired knowledge through hands-on projects. The client's objective was to establish a leadership development journey to prepare directors for a multitude of challenges and elevate organisational performance, aligning with strategic goals, and ultimately building a strong competitive position within the industry landscape.

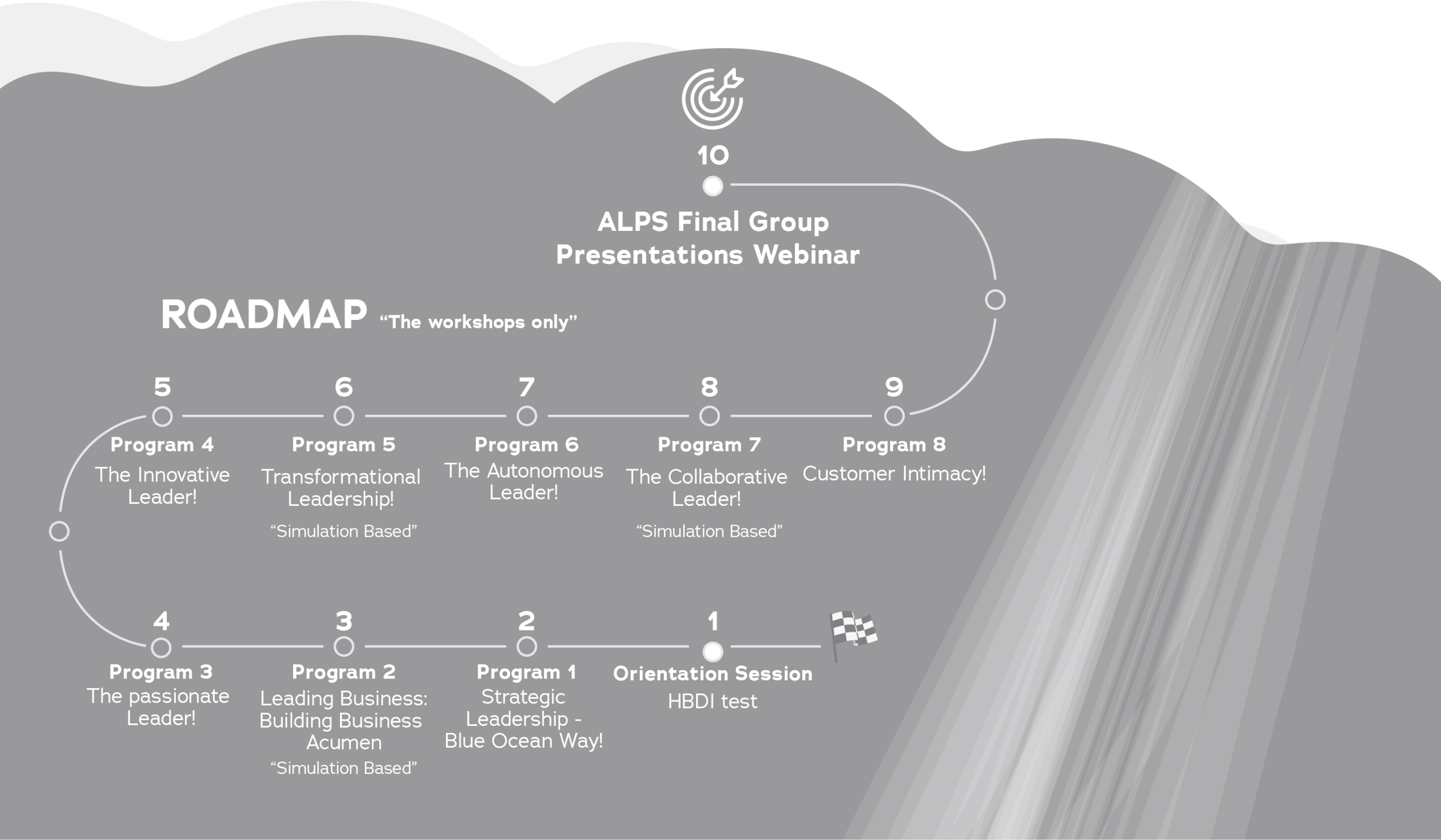
The client’s HR team sought support to prepare directors based on a variety of learning tools to comprehend their leadership experience and to refine their capabilities to accommodate their future executive role with the following expectations:

- A series of comprehensive leadership development programs to develop the required leadership competencies.
- Hands-on projects to apply and refine the acquired knowledge.
- One-to-one coaching sessions to improve directors' perceptions towards options and goals and to provide them with the balance they need to lead with a more qualified leadership style so that they can enhance the organisation’s performance to rise to the challenges and meet the strategic goals.

TTM SOLUTION

TTM Associates proposed a comprehensive Leadership Development Project to develop the directors’ leadership behaviours by considering the client’s needs and expectations to utilise the needed skills aligned with the executive role competencies, to develop proficient leaders.

The TTM team designed and developed a leadership developmental journey based on the expected Leadership Competencies Level of Proficiency, bridging onto the client’s Competencies context: whereby the solutions enhanced the leaders' desired competencies in a manner aligned with the exceptional expectations set for them. This was reflected in the following milestones:





LEADERSHIP DEVELOPMENT PROGRAMS AS FOLLOWS

1. The Blue Ocean - Strategic Leadership – Blue Ocean Way:

Directors were equipped with the skills and the desired behaviours to effectively communicate the strategic direction, vision, and objectives at all organisational levels, elevate commitment levels among team members and seek and cultivate strategic partnerships that lead the organisation toward achieving the organization's strategic goals.

2. Leading Business - Building Business Acumen

Directors gained a deep understanding of organisational dynamics and interrelationships, enabling them to craft and implement effective business strategies. In addition to fostering a cross-functional mindset that maximizes results and nurtures an entrepreneurial orientation, empowering directors to take ownership of business units.

This was a simulation-based program using the CapSim simulation where directors had the opportunity to:

Analyse: They began by analysing the industry, the markets, and their competition.

Formulate: They used the information gathered to formulate a business strategy to grow their business.

Execute: They executed key decisions across the four major functions: R&D, Marketing, Production, and Finance.

3. The Passionate Leader:

Directors developed the skills to engage, empower, and coach their teams and other members to enhance both self and team performance. They also gain a profound understanding of the leader's role in inspiring and motivating individuals to excel.

4. The Innovative Leader:

Directors mastered the framework for innovation in challenging times and explore diverse approaches to fostering creativity and adopting versatile leadership styles that cultivate an environment conducive to innovation.

5. Transformational Leadership- Leading Change Though Complexity

Directors gained a comprehensive grasp of fundamental concepts related to organisational change and effective management. They delved into the psychology of change and its impact on others' thinking preferences. In addition, they dived into identifying opportunities, mitigating potential threats, and effectively mobilising and communicating change in transformational environments.

This was a simulation-based program using the Change Management simulation where participants had the opportunity to:

- Understand the four stages of change management (change awareness, interest, trial, adoption)
- Experiment with different strategies for effective change management
- Explore power, influence, and resistance to change within an organisational setting.

6. The Autonomous Leader:

Directors acquired the skills and the behaviours needed to cultivate a proactive leadership culture and environment. This program refined directors' executive presence, gravitas, and personal credibility while harnessing personal power and influence.

7. The Collaborative Leader:

Directors mastered identifying the traits of high-performing teams. They grasped the various stages of team development and delved into the dynamics of team communication and acquired the behaviours of cohesively and effectively fostering their teams.

This was a simulation-based program using the Climbing Mount Everest simulation where participants were exposed to:

Leadership, team building, & strategy forming
Communication & organisational behavior
Group dynamics & group decision-making

8. Customer Intimacy:

Directors gained insight into the unique challenges of serving beneficiaries and how these challenges impact the cultivation of positive relationships. They learn to grasp diverse beneficiary behaviours and meet specific needs, fostering and managing positive relationships.

COMPREHENSIVE WEBINARS:

To make the best out of each development session, **TTM designed an associated virtual webinar** to be conducted after each program to enrich and nurture the concepts and behaviours acquired previously during the development programs.

ONE-TO-ONE EXECUTIVE COACHING SESSIONS:

Five one-to-one executive coaching sessions were implemented along the journey to gauge the participants' improvement closely, provide personalised feedback and guidance tailored to their needs and challenges, enhance their awareness about their strengths and weakness points and set goals to move accordingly to continue growing and developing.

ACTION LEARNING PROJECTS (ALPS) ASSOCIATED WITH 3 GROUP COACHING:

During these ALPs, the participants were responsible for resolving and managing an internal challenge their organisation was facing by managing that hands-on and generating an attainable solution utilizing and benefiting from the acquired behaviours and insights throughout the journey to be implemented internally after being reviewed by the responsible departments.

LMS ACCESS:

Participants **had access to TTM's Learning Management System** which included different quizzes, reading material, and a variety of videos and articles all related to every development program.

OUTCOMES

Over the period of one year, Directors were enrolled in the comprehensive leadership development journey that tackled different aspects and competencies and was implemented by 5 highly experienced consultants from a range of different nationalities.

As a result, the following have been achieved:

- **163 training hours throughout the 8 leadership development programs**
- **32 hours of different leadership simulations**
- **144 comprehensive webinar hours**
- **45 one-to-one coaching hours**
- **54 group coaching hours**

In conclusion, the comprehensive leadership journey for Directors was tailored to prepare them for executive roles by equipping them with essential leadership skills, **refining existing behaviours, equipping them with new desired sets of behaviours and leadership styles, and fostering greater confidence and balance in both their professional and personal lives.**

At the same time, **the journey provided participants with the tools** needed to build and manage cohesive teams effectively. **Finally**, the initiative instilled a commitment to excellence in business, with a focus on **enhancing productivity within a harmonious organisation** that operates in a united and engaged manner, aligned with the authority strategic goals and **with the 2030 Vision.**