

## Management and Leadership Development

Delivering performance focused leadership capability

**Management and Leadership Development is one of the three core propositions from Apter Development. (The others are Employee Research and Top Team /Organisational Consulting). We have an international track record of delivering powerful development initiatives to leading organisations. And when ...**

- **A European CEO tells us our work has directly created \$30 million of new value.**
- **A UK HR Director says staff turnover is (at last) trending significantly downwards.**
- **A Regional Director reports in the month following a programme that all targets for productivity, work in progress, and quality have been exceeded ...**

**... we believe we might be doing something right!**

### A Powerful Partner

We care deeply about what we do. We work to get to the heart of what drives the organisations we are working with: their key people, their main processes and their products.

All this enables us to bring a deep level of understanding, and a massive amount of credibility, to any intervention we make. We would say it is unrivalled; it is born from this passion and commitment to our clients and their people. We work hard to understand what's needed and then we back this in very robust and practical ways. Our approach completely focuses on changes in performance.

### An End-to-End Approach

Experience in organisations world-wide and high levels of innovation enable us use tools and approaches which are both tailored specifically to client needs and have a built in robustness derived from our scientific framework. We add value from beginning to end; from the strategic definition of what sort of leadership an organisation needs right through to development, assessment and evaluation.

### Framework Programmes

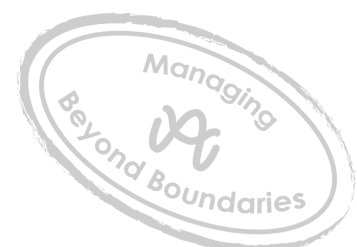
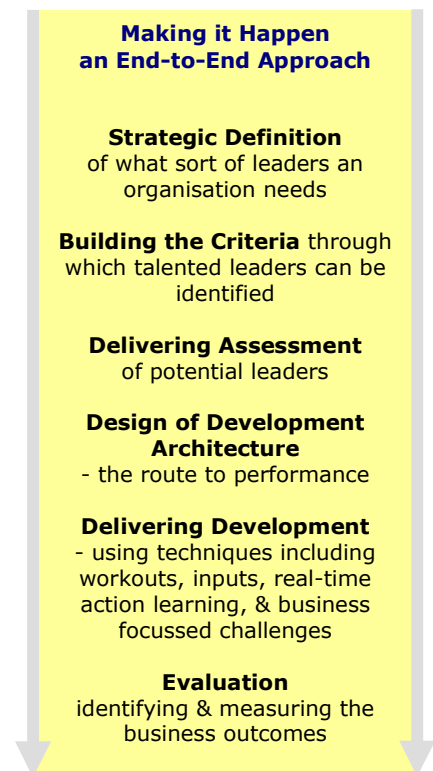
All of our programmes are developed for organisations with specific performance objectives, however to enable organisations to 'hit the ground running', where appropriate we also offer three 'framework' programmes which can be adapted, developed and aligned to enable fast implementation.

- **Managing People and Processes**  
Focusing on managers who need to develop greater levels of performance in managing, for example; depots, discrete business units, holders of local budgets. It is also for those with a need to display greater levels of responsibility for the performance of the business, through change.
- **Managing Beyond Boundaries**  
A larger scale programme that works at building a new performance mindset of cross boundary/cross functional/out-of-silo leadership capital. The outcome is new relationships



**"... the quality of leadership accounts for some 15-20% of the total variance in companies' performance."**

Harvard Business School



and open communication, which encourages everyone to share best practice, allows for the speedy mobilisation across lines of business, geographies and different elements of the supply chain.

- **Performance Seminars**

Drawing on insights and approaches of the world of sport and business, these events are aimed at turning good performance into great performance in larger groups of people. These events have the ability to change mindset.

### Three Key Features of the Apter Development Approach

- **The Performance Equation** - Our understanding of what delivers 'Performance' is captured in our Performance Equation. This defines the relationship between performance (outcome) and the factors that enable and affect its successful delivery. We use the equation both as a diagnostic, and as a tool for defining powerful development interventions.
- **The Performance Cycle** - Developing effective performance involves not only understanding these factors, but also providing opportunities to practice and rehearse new behaviours, styles and approaches. Our development events are targeted on changing, adapting and improving the repertoire of skills and styles that managers can use.
- **Reversal Theory** - Our understanding of what it is to be a successful manager is based upon the pioneering work of Prof. M J Apter in understanding motivation and behaviour. These insights have been refined and made practical through the delivery of hundreds of leadership and management programmes, the profiling of over 6,000 managers and an ongoing programme of research and evaluation. Implicitly and explicitly they allow us to shape distinctive contributions to building management capability.

### Next Steps

We'd like to talk to you about how we could help improve the performance of your leadership to support the performance of your organization.

Apter Development provides cutting edge consulting and development in the fields of: strategic capability, leadership and management development, employee research and elite performance.

For more Apter Development Case Studies, visit:  
<http://www.apterinternational.com/casestudies>

For more information about our services, email:  
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**SABMiller** – developing a network of European Leaders at board and senior levels with a shared mindset and purpose

**Oracle** – moving leaders towards a more flexible, collaborative, cross-boundary approach to delivering customer value

**The Economist** – a programme that targeted the ability of Sales Managers, within different group businesses, to maximise the synergies that exist between them.

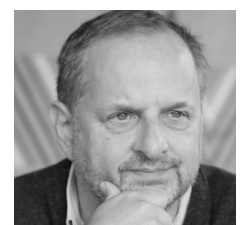
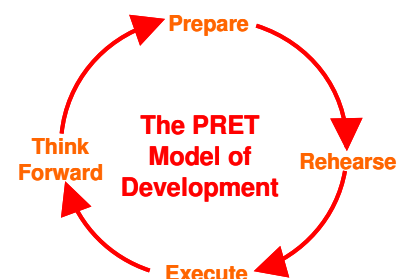
**HSBC** – 12 years of leadership and management development at global and regional levels.

### The Performance Equation

Performance equals:

$$A \times M \times O$$

**Ability x Mindset x Opportunity**



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