



The Leadership Advantage

A discovery journey for the leaders of tomorrow.



Compared to other employees, leaders have a disproportionate impact on their companies. As a leader, you could be your company's biggest competitive advantage or its biggest liability. Make sure you know.

"Are leaders born or made?" is a popular discussion topic on many a leadership conference. The answer is actually very simple - leaders are born, and so is every living person! The fact is, whether you are a "natural" leader or whether you feel more like a fish out of the water when leading, it is possible to improve your leadership through study, practice and reading.

Equipping leaders for a multi-faceted challenge is no easy ask. Leaders don't have time to go to school again. They cannot afford to learn things they "might" use somewhere in the future - "just in case". Leaders of fast-growing businesses require a new, in-your-face approach to leadership development. We call it the "just-in-time" approach.

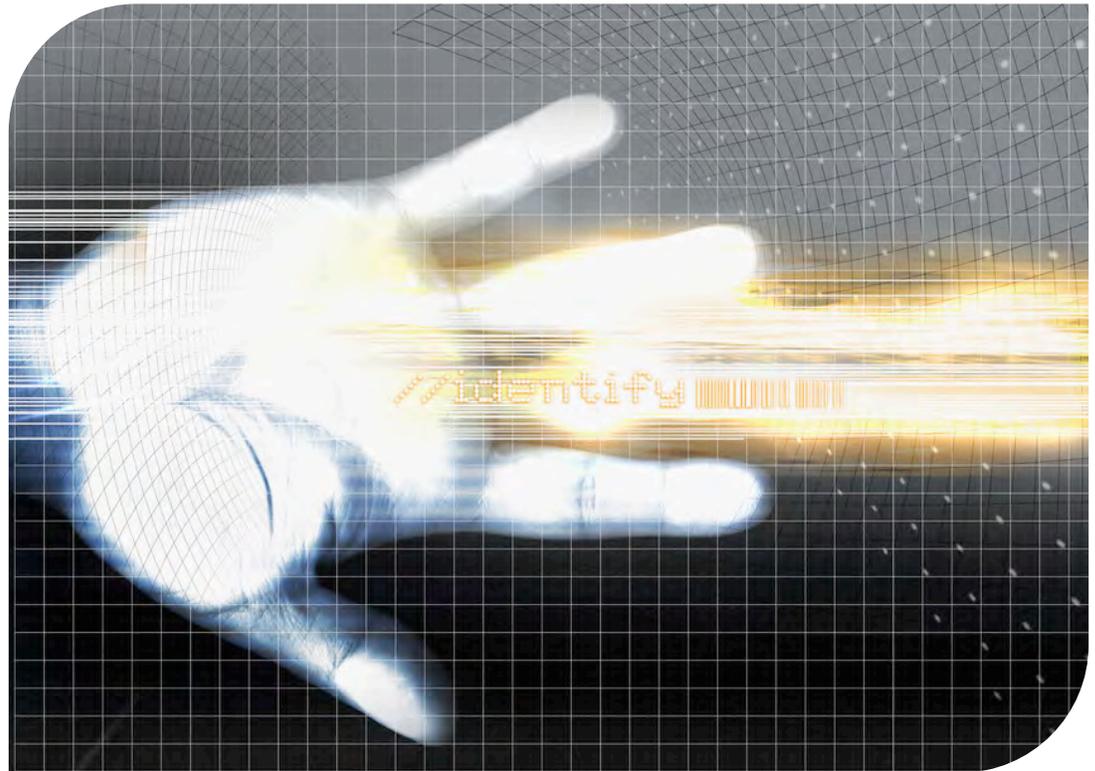
What skills do you need to master? If only leadership was as easy as answering this question! Is leadership an art, or is it a science, or is it more of a craft? The truth of the matter is, it is a complex

combination of art, science and craft. You need to find a combination that works for the particular path that you as leader choose to travel.

Above all, leadership stands or falls on character issues. Are you big enough to open yourself to honest feedback, to face the brutal truth about your key strengths and biggest weaknesses? Are you prepared to be vulnerable, to admit your mistakes, to let go of your ego? We believe that these are the things you need to face up to if you want to become the leader you can be.

In order to assist leaders in this daunting challenge, we have designed a unique journey that facilitates self-discovery in a trusted environment.

Self-awareness is a prerequisite for other-awareness; in the same way that self-love is a prerequisite for truly loving others. The ability to see others as people and not as objects is therefore the foundation element of any form of leading.



Leadership is highly contextual. We believe that the best way to develop leaders is to do it on the job - within the context of the organization they lead.

Research has shown that it takes a journey of about twenty-five years to become a mature leader at executive level.

It has also shown that the best corporate leaders don't skip a phase on this journey, but that they do the hard yards of leading at various levels - from being the leader of a few specialists to the leader of an enterprise or a the leader of constellation of leaders. Therefore it is of vital importance that you understand the journey ahead, and that you come to full grips with your current season of leading.

Understanding your own organization and how it intends to serve the world is key. Your organization is your leadership platform. Do you understand its value offering and the business model that evolved with your company? Do you have a leadership "point of view" on the values that guide decision-making in your company?

Key issue like these form an integral part of our [Leadership Discovery Journey](#). We offer a proven methodology that helps a budding leader to discover his or hers individual, authentic leadership style and how to best apply it in the organizations they pledged to serve.

“Companies are as unique as people. Leadership development needs to be tailored to the special characteristics of each company. One size doesn't fit all.”

Pre-Entry Profiling

Research shows that interventions, which are tailored to address specific individual needs, have a ten times higher probability of being practically applied by participants after the intervention has been completed. Individuals with clarity about their own unique personality traits take ownership of their own future development. A thorough Leadership Assessment under the supervision of a qualified and experienced psychologist is therefore a foundation element of the journey.



Individual Feedback and Tailored Developmental Plan



The results of the assessment are discussed with each participant on an individual basis. Following this, and in consultation with Human Resources and the participant, a tailored developmental plan is compiled. The outcome is a detailed report identifying Strengths, Leadership Development areas and Talent Profile, and culminates in a 2-year Development Plan. It also identifies areas in which the individual must focus during the formal leadership Development Journey. These developmental needs form a vital input to the customization of the Leadership Discovery Journey and its final design.

Customization of Program

The ambitions, strategy and strategic goals of the company provide the context within which the Leadership Journey unfolds. It also forms the basis of the expectations that executive management has of the participants and the expected return on their investment in the program. These requirements, as well as observations from the individual assessments, serve as guidelines to customize the content and duration of the journey in order to meet the unique needs of the company.



Executive Participation



Leadership is highly contextual. Therefore it is imperative that executive leadership contributes to the journey by setting the scene, reminding participants of priorities and challenges, and participates in open-ended discussions with participants during the journey.

“Each journey is custom-designed to meet the needs of the particular company. Core modules form the essence of most journeys.”

Leadership Discovery



What is your unique brand of leadership? What is the essence of leadership? What will be your leadership legacy? What will be your learning agenda? We all have pre-conceived ideas about leadership right or wrong. In this module, these perceptions are questioned and tested, and participants are urged to open themselves for a fresh look at what leadership really is. A framework is proposed to serve as mental model for future learning about leadership.

Leading from Strengths

Who are you at your core? What are your unique talents, and how will you mold them into a toolset of strengths that will stand up to the challenge? The internationally acknowledged Clifton StrengthsFinder profiling tool is used to uncover individual talents. Discovering ones' unique talents leads to an increase in self-awareness, but even more revealing, is the increase in other-awareness flowing from this exercise. Without knowing and understanding yourself, and without realizing that you need others to compliment your strengths, no growth as a leader is possible.



Inspiring Your Team



As individuals we will never be well rounded - but it is possible to build well-rounded teams! How will you forge your team, and how do you obtain the commitment levels you expect of yourself? In this module, five of the key characteristics of successful teams are introduced and discussed. Becoming a competent team leader is a vital step in growing as a leader. To many, leading a team is the first practical exposure to leadership. No matter what level of leadership you achieve, you will always participate in, or lead a team.

Delivering on Purpose

What is the purpose of your company? What is the core value offering? What is a business model and what are the specifics of you unique business? What forms the basis of your competitive advantage? Where and how do we need to reinvent ourselves? These are the challenges that leaders face every day. In this module, budding leaders are prompted to think beyond the boundaries of their own teams or business unit, and are exposed to the context of the business they serve.



Client Engagement



Without customers we don't have a business, now matter how smart we are or how well we lead. Happy and loyal customers provide life-giving revenue to the company. Why do customers buy from us? What are the basics of successful and sustainable customer interactions? What is client engagement and how will your company achieve it? How does how value chain work and how may we approve it? This module assists participants to develop a clear leadership point of view on core customer issues.

“The quality of interaction and conversation is as important as the quality of the material presented. Active participation and contribution is vital.”

Methodology

A highly interactive approach is followed. Participants are expected to contribute and participate. The quality of the conversation is as important as the quality of the material presented. Participants are expected to share personal experiences and life stories.



Individual Assignments



Between meeting points participants are required to complete individual assignments and contribute to on-line discussions. Feedback is provided at the following session. It also serves as an input to follow-up discussion at that session.

Graduation Assignment

Participants have to complete a group assignment handed to them by the company executive, in which a particular challenge of the company is addressed. This provides executive some insight into the minds of the upcoming leaders, offers the potential of innovative solutions, and demonstrates to the young leader the complexity of real life leadership.



Exit Conversation

The Leadership Discovery Journey is only a first step onto the exciting and challenging path of a lifelong leadership journey. It is vital to start with the right attitude and to know that support is available. A private and confidential conversation with the journey coach concludes the journey. During this conversation, the experience and observations are discussed and final points are clarified. The Learning Agenda of the participant is confirmed and a commitment declaration is signed.



“Our leadership discovery journey takes the form of between six to ten meeting points, of one day in duration, spread over a calendar year. Designed by leaders for leaders.”

"Our core purpose at BrainWorks is to provide the leaders of fast-moving companies with practical tools, methods and innovative ideas to navigate the challenging path of leading in the new interconnected world."

Anchor Facilitator

Coen Bester is a seasoned businessman and entrepreneur. He has founded, grown and successfully exited his own high-tech company. He is actively involved as non-executive at a number of fast-growing, high-tech companies. For the last ten years, he has researched and studied the field of leadership. More than four hundred budding leaders have completed the Leadership Discovery Journey. He holds two engineering degrees, an MBA and is a Harvard Business School alumnus. He is the author of *Live&Lead - Discover Your Personal and Organisational Guidance System* (Porcupine Press, 2012).



Anchor Assessor

Johan Greeff is CEO of Treetops, one of South Africa's leading consulting groups in the area of Organization, Management and Personal Development. He is a qualified Psychologist and Master OD Practitioner, founder member of the International OD Association and mentor by invitation of the SA Board for Personal Practitioners (SABPP). Johan has spent the last twenty years assisting organizations in areas of training and transformation. He holds an MA Degree in Clinical Psychology and various diplomas.



What Others Say

"My appreciation for your insights, sensitivity and care need to be expressed. This has been a wonderful personal journey and I would like to thank you for catalytic part you have played in mine. I have found my power, it is still tiny and delicate but it is undeniable. I know how to grow it now. I have you to thank for putting the final pieces together, and guiding me so well." - **Owen Fair**, Professional Engineer

"I really enjoyed the Leadership Discovery Journey. I discovered myself." – Taka Sande, Engineer

"Coen's special ability to ask the right questions, forced me to dive deep into my inner being where I discovered many valuable "leadership diamonds" I never knew I had. It was a journey well worth the investment." - Stéphan Pieterse, Organisational Development Manager.

"A brilliant mentor – Coen supercharged our leadership culture!" - Andre Fourie, CEO Poynting Ltd.

"Coen has a remarkable ability to turn the subject of leadership into real-life value. His daily influence on young leaders is profound" - Louis Fourie, Life Mentor



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