

The Frankfurt School CLDP

We customise your Leadership Development Programme

**EDUCATION
MADE IN GERMANY**

Programme Structure

The Frankfurt School **CLDP (Customised Leadership Development Programme)** is a framework and a starting point for a customised programme. It is composed of two phases.

PHASE 1 includes a Complex Leadership Assessment (CLA) which is an online leadership assessment, followed by a two-day workshop on Transformational Leadership. A feedback session can be offered either before or after the two-day workshop for each participant. Based on the CLA and the two-day workshop, participants will develop their own Personal Development Plan (PDP).

In between **phase 1 and 2**, it is possible to offer an optional meeting with a consultant on how to develop and implement a customised company leadership model.

PHASE 2 is comprised of workshops on advanced topics such as Strategy Implementation and Monitoring, Leading Future Teams and Projects, Leading Change and Innovation. Between the workshops, it is possible to offer coaching sessions.

This programme can replace the in-class part of our Frankfurt Mini MBA ("Weeks on Campus").



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Programme Details

Complex Leadership Assessment (CLA) and Report

The Frankfurt School CLDP addresses today's dynamic business environment and acknowledges that managers constantly face change, from one minute to the next. In order to tackle these challenges, the Complex Leadership Assessment (CLA) unifies today's established research streams to provide a comprehensive model of leadership effectiveness that is closely aligned with organisational needs. In contrast to other self-assessments, or 180 degree assessment tools – which often emphasise personality traits – the CLA tool focuses on managerial capabilities and behaviors.

- The Complex Leadership Assessment (CLA) consists of 45 items grouped into 9 different dimensions that cover the most relevant aspects of leadership effectiveness. It takes 20–25 minutes to fill out the questionnaire
- After completion, Frankfurt School will supply the participants with a comprehensive report. The report consists of approximately 20 pages. It provides an assessment on critical leadership dimensions based on the leader's own perception of him or herself, and includes the perception of different stakeholders such as co-workers, supervisors, subordinates, or business partners.
- The Complex Leadership Assessment (CLA) tool can be administered at any time, in any place. All that is required is an internet connection. Personalised links enable participants to complete the online questionnaire at their own discretion.

Two-Day Transformational Leadership Workshop

This two-day transformational leadership workshop enhances leaders and managers in the following ways:

- Personal skills
- Influencing skills
- Conflict solving skills
- Team leading skills
- Decision making skills
- Change driving skills

The curriculum consists of two days. Based on case studies and practical exercises the program can be tailored according to the customers' needs, challenges, and industry environment.

Day 1

Leadership as a Personal Journey

- Traditional views on leadership
- The concept of transformational leadership
- The concept of charismatic leadership
- Understand Leadership Complexity
- The Complex Leadership Assessment (CLA)
- Identify your own leadership style with the Complex Leadership Assessment Tool (CLA)

The Concept and Dimensions of Transformational Leadership

- Idealised Influence: Trust, Credibility, Loyalty
- Individualised Consideration: Coaching & Mentoring
- Inspirational Motivation: Vision and setting high performance expectations
- Intellectual Stimulation: Challenging the Status Quo

Day 2

Developing your own Leadership Capabilities

- Identify your Transformational Leadership Capabilities
- Identify where you lack Leadership skills and develop your Personal Development Plan (PDP)

Empowering Others

- Transformational Leadership and Empowerment
- Transformational Leadership, Organisational Culture, and Innovative Thinking
- Implementing Transformational Leadership

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CLA Feedback Sessions

In this project phase, participants receive CLA feedback reports providing a basis for their future leadership development. The report illustrates discrepancies between stakeholders' leadership assessments and recipients' self-rating. In these CLA Feedback Sessions participants receive detailed information about which areas of leadership require further development efforts.

Developing your own Personal Development Plan (PDP)

Participants develop their own personal development plan, building on their CLA feedback. The PDP consists of two pages and four parts:

- Personal aspirations and goals
- Personal strengths and competencies
- Personal weaknesses and opportunities
- Setting personal targets

The analysis will mainly focus on participants' leadership behaviors and capabilities. The PDP should help participants accomplish their personal aspirations and goals. An experienced coach provides guidance and support during this project phase and helps participants identify their own strengths and weaknesses.

Optional: Developing your own Leadership Model

At this stage, it is clear which management processes, leadership responsibilities, and capabilities need to be improved. Building on this the module includes the following activities if needed by the client:

- Creation of a holistic management and leadership concept (building on the Complex Leadership Assessment)
- Creation of competence requirements and leadership development measures
- Development of a company-wide qualification matrix
- Implementation of management training for performance appraisals

Advanced Topics and Leadership Coaching Sessions

In this project phase, the Frankfurt School suggests three distinct and tailor-made two-day workshops on Strategy Implementation and Monitoring, Leading Cross-Functional Teams and Projects, and Leading Change and Innovation. Additionally, participants have the opportunity to work in depth with an experienced coach on topics relevant to their personal development and growth, building on the assessment of the CLA and their personal development plan.

Module 1:

Strategy Implementation and Monitoring

- Sources and Dimensions of Competitive Advantage
- Industry Analysis and the Resource Based View of the Firm
- Developing Resources and Capabilities for Strategy Execution
- Linking Strategy and People through Performance Management

Module 2:

Leading Cross-Functional Teams and Projects

- Processes of Team Development and Effectiveness
- The Dynamics of Teams
- Drivers of Employee Engagement
- Building Trust, Commitment, and Accountability
- Setting up cross-functional Teams and Projects

Module 3:

Leading Change and Innovation

- Understand Roadblocks to Change and Innovation
- Select an appropriate Leadership Style to lead Change and Innovation
- Enhance Innovation and Organisational Learning
- Managing Conflicts in Change
- Stakeholder Analysis