

Future Leaders Programme for Employee Owned Businesses

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PROGRAMME INFORMATION



Leadership succession in employee owned organisations

Leadership succession is fundamental to the ongoing success of an organisation. While applying to all leadership positions, it is particularly important when addressing Chief Executive / Managing Director succession, especially in an employee owned business.

It requires constant consideration to ensure the organisation can deal with the planned or unexpected departure of key individuals. Consequently creating a succession mindset in the organisation, and preparing potential internal candidates, is key.

There are some key attributes that a new organisational leader needs to demonstrate or develop:

- **Confidence.** To see their tenure as a steward of the business for future generations, perhaps over two phases. The first phase to make the changes that they believe are needed. The second to deliver results and secure their own successor.
- **Humility.** They will always be on the lookout for a succession candidate better than themselves. Their teams will be populated by people that in their own way are better at doing their job than the leader would be and, as a result, provide options when succession is needed.
- **Inspiring.** They will be able to empower individuals to develop to make the best of themselves and drive the best interests of the business. While there will normally only be space for one CEO / Managing Director, there may be a need for a leadership 'pipeline' that will provide development opportunities for many with potential.
- **Transparent & Open.** Of course, succession is a delicate subject, but if all know that there is an ongoing process and what they need to do to be part of it, there is the basis for honest conversations based on the needs of both the organisation and individuals.

The benefits to you and your organisation

Designed specifically for employee owned organisations, the programme provides participants with a unique opportunity to take a step back from the day to day demands of operating within their organisation to consider and answer how to:

- ensure a successful transition from one leader to the next
- lead authentically whilst respecting and evolving the existing culture
- navigate the changing nature of relationships with key people
- drive innovation and change whilst taking employee owners with you
- take the organisation to next level, leaving it in an even better place.

Specifically, as a result of completing the programme, participants will have:

- developed key leadership skills required for an EO business
- clarified their own perspectives on the changes needed within their organisation
- worked within diverse teams to explore and progress key EO sector issues
- gained wider exposure to the EO sector
- established a strong leadership support network
- grown in confidence in their leadership of employee owners.

In addition to developing the capability of a key employee, the programme will challenge participants to identify and deliver a tangible, organisational return on the investment made.

Increasingly, business owners are making the transition to employee ownership to address ownership succession. Yet, many remain challenged with leadership succession. And whilst you can find a plethora of leadership programmes – to equip people with leadership skills – few prepare people to lead an organisation. None prepare leaders to lead an employee owned organisation.

To address this, **Telos Partners** and **J Gadd Associates** have partnered to design and create the Future Leaders Programme for Employee Owned Businesses with input from the **Employee Ownership Association** and employee owned businesses.

About the programme partners

Telos Partners have 20 years' experience helping leaders and their organisations to create and sustain success. With a consulting client base that spans the globe, their experience also includes designing and delivering development programmes focused on improving leadership skills and business growth for:

- multinational corporations
- over 600 SMEs across England and Wales
- various sporting bodies
- construction and creative industries.

J Gadd Associates have a strong strategic and operational background in employee owned businesses and have spent the last six years helping organisations to make the transition to EO whilst unlocking the culture and potential of a shared sense of ownership. Their work helps their clients to:

- ensure EO leaders remain high performing in competitive markets
- engage the employee owners to achieve greater commercial or operational success
- gain the trust of employee owners whilst delivering change
- train managers to learn and apply engagement skills
- support the creation of effective and value adding representation bodies.

"The programme has massively influenced the way we build our business."

(Business Improvement and Growth Programme participant)

"Allan has become a much more strategic thinker, seeking opportunities and trying to turn any situation into an opportunity for the business, even negative situations."

(Sustaining Profitable Growth Programme participant's sponsor)

"Dealing with 'what next' and the inevitable shift in authority that came with handing the organisation over to our people was a huge emotional journey. Being prepared for, and aware of, your reactions to this process as an owner, co-owner or board member is essential."

"They've been in the business a long time and understand the variety of employee ownership models and engagement drivers."

(JGA Client)

Participant eligibility

The programme is open to all employee owned organisations and is aimed at:

- recently appointed successors in EO organisations who still have a strong involvement from the founder
- executive leaders who wish to develop their credentials for internal succession
- those preparing to take on an executive leadership role.

A key element of the programme is identifying and delivering tangible business improvements to deliver a return on the investment. Therefore, candidates must have the freedom, or be sponsored, to lead on this initiative.

Programme overview

The programme runs over a 7 months period and consists of five learning modules which will include:

Leadership themes

Exploring key leadership topics and developing the skills required for successful EO leadership.

Leadership stories

Guest EO leaders who will share:

- personal lessons from their leadership journey and
- provide practical insights into the application of key leadership topics.

Action learning sets

Peer groups that discuss and explore how to apply the learning in the real world and deliver a return on investment.

Make A Difference (MAD) challenge

Diverse project teams to bring to life the concepts of creating high performing teams by addressing sector-wide employee ownership issues.

Programme coaching

Taking place between each module, participants individual coaching will focus on supporting participants to achieve learning goals.

The programme is held at:

Middle Aston House
Middle Aston
Oxfordshire
OX25 5PT

Programme structure

2020 Module key topics:

21-22 Apr	Leadership Ambition
9-10 Jun	Building high performing EO leadership teams
14-15 Jul	Nurturing successful EO cultures
8-9 Sep	Creating successful strategic plans with employee owners
20-21 Oct	Leading change and innovation through employee ownership
16-17 Nov	MAD project teams present at EOA Conference

Illustrative module timetable

DAY 1	1600	Module introduction
	1630	Action learning set
	1900	Dinner with guest speaker
DAY 2	0830	Making meaning
	0930	Module leadership theme
	1245	Lunch
	1330	MAD project teams
	1530	Action planning
	1600	Close

Participant registration and fees

Participants will receive an individual consultation to explore:

- programme suitability
- personal learning goals
- business drivers for participation

It is recommended that this consultation takes place with an organisational sponsor to ensure the learning and return on investment objectives are linked with the organisational goals.

The programme costs are £10,000 (exc. vat) per participant and exclude any accommodation costs. Payment must be received in full two weeks ahead of the first programme module.

How to apply for the Future Leaders Programme

To enquire further about the programme or to apply for a place, please email:

futureleaders@telospartners.com

Telos Partners



Adam Campbell. Adam started his career in the leisure industry directing his energy into the development of a consultancy, designing and running bespoke staff development programmes for national leisure operators before going on to set up and run a company with a portfolio of 8 health clubs with a

business partner. In 2003, he completed an MBA at Cranfield and joined Telos in 2005. Adam has worked on a wide range of organisational change and leadership development projects and has a particular passion for owner managed businesses with significant ambition for success.



Joanna Booyesen. Joanna's experience in leadership development, culture strategy and programme management hinges on building authentic engagement and interpersonal effectiveness in public, private and not-for profit organisations. Joanna uses a behavioural approach to enable clients to

build on the commercial benefits of their organisation's identity, and equips people across the organisation to lead and live a more high performing culture.



Kamylla Caponi. Kamylla is a consultant and coaching psychologist who works with individuals and teams on strategic organisational and transformation scenarios. Her specialities include Behavioural Change, Team Work for Effective Organisations, Improving and Sustaining Performance,

Stress Management, Facilitated Decision Making, Conflict Resolution and Organisational Diagnostics.



Rajdeep Renoo. Rajdeep is a consultant and business psychologist who works with individuals and teams to enable them to be the best they can be.

She supports individuals through various change initiatives, helping them to understand the value a strategic mindset

brings and to develop skills for better performance.

J Gadd Associates



Jeremy Gadd. After a 32-year career with one of the UK's leading employee owned organisations, Jeremy created J Gadd Associates in 2014, built on the approach of working together. This offers a coaching, employee engagement and independent critical review, designed to deliver the best in

working together. Each part can be delivered in isolation or a unique blend to match the client's requirements. Jeremy's approach is to quickly establish a strong, honest relationship, which allows the client to create the right solution for themselves and their organisation.



Garry Davis. Garry has more than 25 years' experience of successfully inspiring others to work collaboratively and achieve more, including a career with the John Lewis Partnership that encompassed leading roles in HR, coaching, independent critical review and employee engagement.



Kathie Robb. Kathie has enjoyed a successful 20 year career in generalist HR Management as a Personnel Manager with the largest co-owned retailer, John Lewis. In 2014, she spent a year working with the Partnership's independent critical function, focusing particularly on delivering an

enhanced level of democratic engagement within the logistics division.



Philippa Meaden. Philippa enjoyed a successful 15 year career working for the largest co owned retailer, the John Lewis Partnership. Spanning roles within the commercial and HR field, the last 7 years saw Philippa working within the Partnership's critical independent function, responsible for

engagement, assurance, democratic responsibility and employee care. In 2014, she set up her Engagement Specialist consultancy.

