

Leadershaping organisations

Evolve is a leadership development and transformational change programme designed to help create an authentic and unified organisational culture in which high morale and creativity exist alongside accountability, ambition and high performance. Central to the programme is sparking creative ('disruptive') thinking, to alter perspectives and allow for bold approaches to challenge and change.

Introduction

Evolve is the product of 15 years of experience in business strategy, organisational effectiveness and leadership development in the corporate and public sector, including within global financial services, healthcare, entertainment, sporting bodies, schools and charities. The programme equips people to create and sustain an organisational culture where everyone takes responsibility for success, responds positively to challenges and can thrive individually and together.

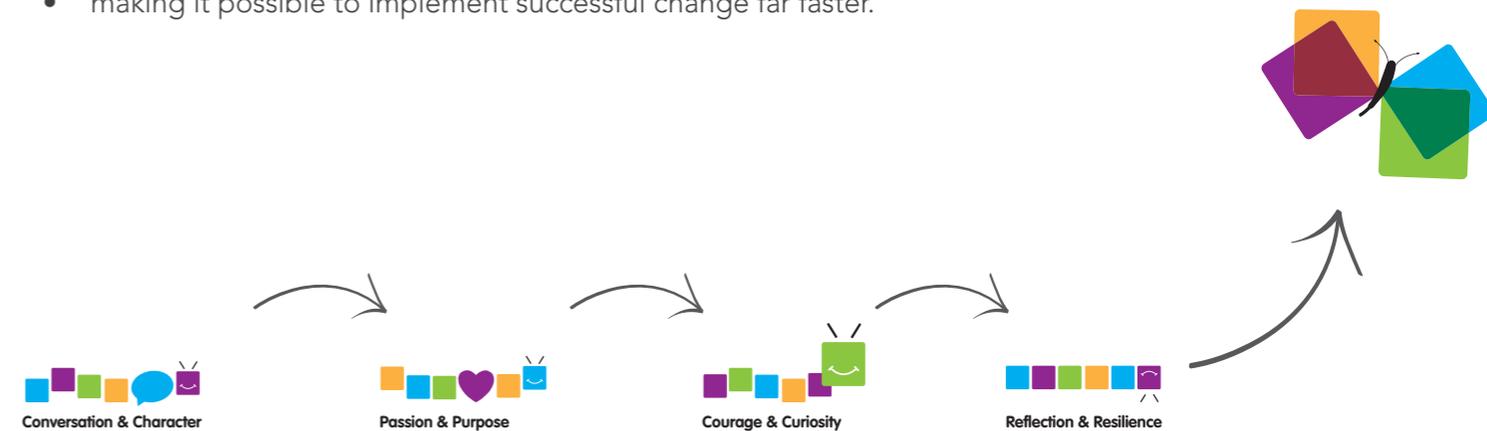
The programme's key goals and benefits

By increasing **individuals'** self-awareness and emotional intelligence the programme leads to:

- increased confidence, ambition, self-belief and sense of purpose
- greater effectiveness in managing, leading and motivating others
- improved ability to have meaningful and challenging conversations that move people and situations forwards.

This in turn benefits the organisation by

- aligning individual, team and organisational goals, creating a shared sense of purpose
- increasing trust, respect and personal responsibility for the organisation's success
- creating an environment that supports collaboration and innovation, which in turn raises performance
- supporting business continuity by creating a leadership pipeline
- making it possible to implement successful change far faster.





The Evolve Model of Leadership

Rather than being a chalk and talk programme, Evolve is a process that challenges people to rethink their approach to themselves and to others, showing them how they can make a powerful and positive difference to their teams, organisations and communities. The Evolve journey explores eight elements that are at the heart of good leadership:

Conversation and Character

Good leaders lead with good character. They are mindful of how their choices affect others and use their power to help people flourish. They must master the art of having meaningful conversation – the kind of conversations that move people and situations forward.

Passion and Purpose

Good leaders focus on how to apply and develop their strengths to ignite passion in others. They are energised by a cause greater than themselves and are adept at inspiring others to find purpose in their own life and work.

Courage and Curiosity

Good leaders make bold decisions and have the courage to challenge the status quo when they believe a better outcome is possible. Their curiosity and belief in the potential of others means that they are never defensive or arrogant, and can lead people to be all that they can be.

Reflection and Resilience

Good leaders have the self-belief and strength of mind to navigate ambiguity and maintain the course during adversity. They reflect on setbacks and aggravations and help their teams to learn from mistakes, maintaining faith in their ability to overcome the issues they face.

The programme structure

Each programme is tailored to the business and its specific challenges. A programme will usually include a set-up day, a series of between 4 and 8 workshops, one-to-one coaching sessions and an evaluation. It will usually be run over a period of 3 to 6 months, but the total number of days required varies.

“The sessions helped guide me in the right direction, but allowed me to find my own way and my own ‘authentic’ style of leadership. The coach’s ability to ask the right questions then go deeper has been extremely helpful in uncovering root causes of key issues. I look forward to the sessions and come away with a valuable perspective and practical tools that I apply to my work and interactions with others on a daily basis.”

Sarah Flaherty, Head of Marketing and PR
The Riverside Company

Elements of a typical evolve programme:

A 360° survey and personal profile gives each participant insight into team challenges and helps raise their self-awareness.

An initial set up day where participants agree on individual and team objectives for the programme, while also establishing the ground rules for how they will interact. This is vital to establishing an environment of trust in which participants can have honest and challenging conversations. The process includes giving participants the skills to do the same with others they manage or work with.

Workshops and coaching practice sessions each themed around one of the elements of the Evolve Model of Leadership and has a dual purpose: to develop leadership effectiveness and to build and continually develop a strategy for creating a culture of outstanding performance and leadership across the organisation.

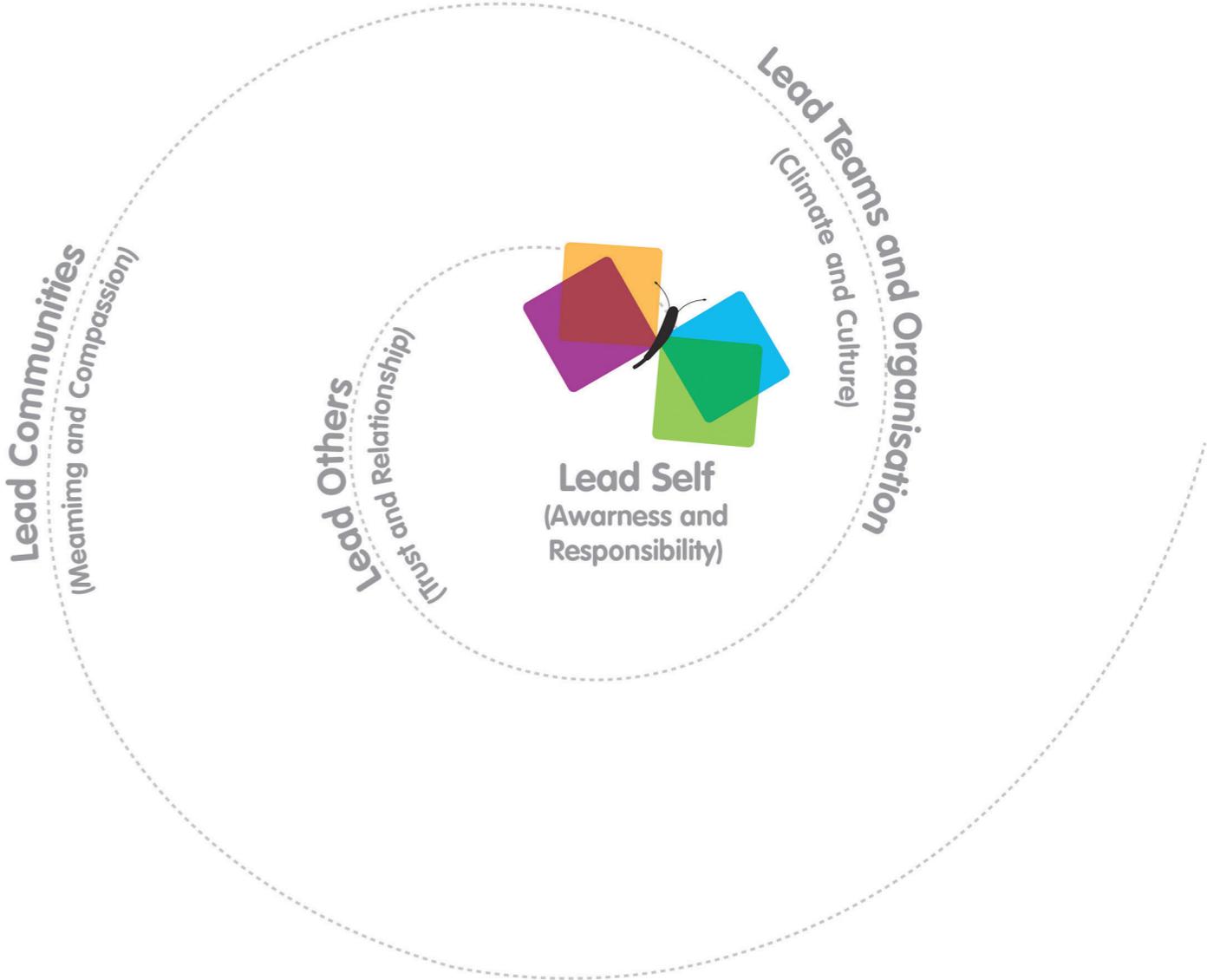
1:1 coaching sessions to sustain and embed learning and encourage personal responsibility for the wider change effort across the school. It includes personal development planning for continuing skill development.

Between workshops, delegates conduct coaching practice with two individuals within the school, lead a small training session and come prepared to share learning with peers during the workshops. Participants are sent reading materials and videos between sessions to inspire and engage them around upcoming topics..

An evaluation that includes a repeat 360° survey and an organisational impact survey are used to measure the sustainability of the learning as well as impact on the broader school context.

“I was amazed as things that I had been stuck in for years became relatively easy, and how my goals suddenly jumped much higher than I had originally set them!”

Louise Rönnerdahl, Senior Risk Manager
Investment Banking



Case study 1

A leading credit card company, recently involved in a take-over, faces the challenge of aligning its internal values with its transparent, approachable customer-facing brand.

Using the Evolve framework, Jill has been working with the leadership team and Head of People to ensure these values are embodied in every-day actions and interactions and how they support peak performance.

A key part of this work has been equipping managers to have high-quality conversations with other people in the organisation so that they can drive the change that is needed. Although the programme draws on all areas of the Evolve model of leadership, the focus in this case has been on Conversation, Character, Passion and Purpose.

Case study 2

A private healthcare provider wanted to offer its corporate clients a programme that could benefit the wellbeing of their staff by equipping their leaders with greater emotional resilience.

They wanted a programme that would support a cultural change around the way people communicate with each other in order to decrease conflict and increase people's ability to have challenging conversations that result in positive action.

In this instance we adapted the Evolve programme to focus on Conversation, Character, Reflection and Resilience. Giving people the skills to have conversations that build trust and minimise conflict has the potential to greatly reduce stress at work and people feel more empowered as a result.

About Jill McMillan Associates

Jill McMillan Associates was born out of an overwhelming belief in the power of leadership to make a difference in the world. In 2012, having worked in business strategy with Accenture and in senior organisational effectiveness roles with RBS and Bank of America Merrill Lynch, Jill felt compelled to start her own business to focus solely on leadership development. She drew together a team of associates who she knew shared her belief in the potential of people and the potential of leadership to make real and sustainable changes.

They've worked with organisations of all shapes and sizes, in the private and public sector – from multinational companies to international charities, from schools to start-ups. Despite being vastly different in their activities, these organisations have all had one thing in common: they value their people and they understand that leadership is crucial to making change happen, not only in their own organisations, but in the wider world.

**Contact us if you would like an initial conversation about what your business needs:
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