

Case Study: Leadership & Management Training

Dresdner Kleinwort Wasserstein

Dresdner Kleinwort Wasserstein is the investment bank of Dresdner Bank AG and a member of the Allianz Group. Headquartered in London and Frankfurt, with offices in leading international financial centres such as New York and Tokyo, it employs approximately 6,000 people around the world..

COACHING

The objectives of coaching are to assist the course participants to assess their training and development needs and to help them to construct an individual learning plan and development plan.

CORE MODULES

Leadership & Management Change Management

ELECTIVE MODULES

Influencing Change

- Understand the different strategies of influence and persuasion
- Make their position known and ask for what is wanted
 - Present a clear, logical and compelling case
 - Be pro-active and establish a foundation for effective influence
- Anticipate reactions, understand others' agenda and respond positively to it
 - Modify behaviour to gain results
 - Negotiate persuasively
- Find an agreeable exchange or win/win outcome

Coach & Develop People

- Understand the role of coaching within the business
- Develop a range of skills and techniques for effective management coaching
- Apply the principles of learning and training to the development cycle
 - Identify areas of performance for coaching opportunities
- Adopt different coaching styles/counselling skills for varying development situations
 - Coach individuals by listening effectively, encouraging, giving and receiving feedback and gaining commitment and motivation from individuals and teams

Problem-solving and decision-making

- Determine when to employ a creative thinking process
- Practise mental flexibility to get into the habit of challenging assumptions and the status quo
- Develop a curious and open-minded approach to problems by examining current styles and generating a broader range of thinking styles
- Examine both logical and intuitive thinking styles and encourage team members to utilise both
 - Link problem solving and decision making to management style and conflict resolution
- Examine soft systems and Waterlogic techniques in decision making.

Operations Leadership & Management Programme

As part of its commitment to develop leadership skills within IB Operations and facilitate a culture of continuous learning and personal development, Dresdner Kleinwort Wasserstein launched a pilot training scheme for Vice Presidents and Associate Directors with the following aims:

- Provide the opportunity for the participants to assess and develop their current and future leadership potential
- Provide a stimulating learning environment whereby participants can enhance and develop change management skills and competencies
- Provide the opportunity for the participants to develop the specific leadership skills of influencing, coaching and problem solving.

Leadership & management skills

On the basis of his track record in successful leadership & management training, Chris Charlton from Namaste Management supported the management committee responsible for designing and launching the pilot training programme. This included the development of training objectives, the design of the course structure and content, the selection of training suppliers, and a detailed review of the pilot courses.

“Demonstrated good team building capabilities, often taking the time to train and coach staff in many different ways, by example as well as formally...”, Jeremy Mumford, Director, Strategy & Development, DrKW

Leadership & Management Programme Outline

Stage One: 1:1 COACHING

A pre-course management coaching session with each participant attending the pilot programme.

Stage Two: CORE MODULES

Leadership & Management

- Understand and identify appropriate personal leadership styles
- Know how to lead a team in a way that is appropriate, consistent and effective
- Create an environment that recognises and respects differences, utilise the diversities of culture and language to accomplish the goals and challenges
- Build a team with complimentary strengths, by understanding the group's future challenges
- Identify members of the team who have high potential and talent to succeed in future critical roles
- Build trust and understanding so team members are motivated to focus their energies on goals
- Forge a partnership with people that demonstrates consistency between words and actions; let people know what is expected of them, and what they can expect from you
- Have clear expectations of performance which are driven by individual's own goals while addressing the organisation's priorities

Change Management

- Develop specific goals, objectives and action plans which support organisational change
- Identify the processes and resource requirements for the project; source these appropriately
- Determine the pivotal role(s) upon which success depends
- Co-ordinate efforts by involving and supporting
- Champion new ideas and initiatives and find ways to extend or apply innovative ideas to enhance business results
- Deliver on customer requirements by working together to serve the customer
- Demonstrate adaptability which capitalises on strengths and market opportunities
- Encourage creative solutions by effectively working through conflicts
- Improve conflict management styles, communicate constructively during conflict and facilitate conflict discussion and resolution

Stage Three: ELECTIVE MODULES

Three elective modules were recommended as most relevant to underpinning leadership competencies.

Stage Four: COACHING

After the elective modules had been run, each participant was invited to a post course 1:1 coaching session which would enable individuals to consolidate and evaluate their learning and help them to continue to succeed at achieving the individual learning plan and development plan which they highlighted at the beginning of the programme.