



> LEADERSHIP DEVELOPMENT

You can only lead others, if you know yourself and know how to lead. This is the essence and point of departure for all Maleene's leadership engagements within organizations. Furthermore it demands a culture whereby business issues and challenges are seen as learning opportunities. In other words it's all about enlarging learning abilities and seeing the links between execution and learning: for the individual as well as for the organization. Seen from that perspective, focusing on leadership is a win-win situation.

FROM DIRECTING TO FACILITATING

These times are characterized by constant change. This requires different leadership than in before. More facilitating and less

directive. More pro-active and less reactive. With focus on sustainable results (instead of 'quick fixes') and with an outlook beyond technical skills as leadership and change start within oneself.

Personal leadership arises from people's awareness of their strengths and talents from which people connect with others and their environment. Inside-out, in Fredric Hudson's words. By showing personal leadership, leaders 'invite' others to change. Crucial is that space is created to enlarge and strengthen individuals self-steering abilities and skills.

Leadership is not restricted to the domain of management. Personal leadership is the key to successful leadership. Regardless rank or function. After all people, not functions, make a difference.

- Leadership grows daily, not in a day -

EMOTIONAL INTELLIGENCE

Social skills are crucial for successful leadership. Theoretical and technical knowledge and skills are important, but now more than ever a leader needs to be able to connect with people. Results are achieved through partnership. With colleagues, peers, supervisors, clients, providers, distributors..... Emotional intelligence, EQ in short, plays an important role. Connecting with others starts by recognizing and 'reading' others emotions. That's why all Maleene's programs and engagements focus on this imperative.

APPROACH

The route to effective leadership within organizations differs. It needs to be tailor made, depending on company culture, composition of personnel, education, management style, strategy

etcetera. This means that every engagement starts with an 'inquiry' to explore and fully understand the real issues within the organization and to find out in what way leadership development can help to achieve success. The ultimate goal is to enable people to perform and lead more effectively within the context of the organization.

Methods and approaches for developing leadership vary from introducing and implementing assessments (such as MBTI, strengths finder, 360 feedback) to assess growth potential and create a developing a culture focused on growth, to training of EQ-skills, to guide internal 'change-agents', executing a leadership program, to intervention for peers, to executive coaching and coaching 'on the job'.

RESULTS

The ultimate goal is to enable employees to lead better within the daily context of the organization and by doing so facilitating personal and professional growth.