



# Transformational leadership

The  Oxford Group  
A City & Guilds Group Business



## Leading through evolving landscapes

### Thriving or surviving?

#### How will your leadership community take your business into the future?

Economic, social and organisational environments are changing faster and more unpredictably than ever before, creating huge impact, opportunities and new demands. From the digital economy, changing customer demand through to new definitions of 'value' from stakeholders, global partners and employees, every community is impacted.

In response, the role of leadership is evolving. Successful leaders who are future-ready need to be curious, highly comfortable with ambiguity and keen to explore an unknown future. They must create the conditions and the communities necessary to engage and mobilise others to get behind challenging and moving strategic priorities.

We work with boards, CEOs, executive teams, senior leaders and leadership communities to enable meaningful transformations and increase engagement and impact. We want to help our clients to enhance their performance as leaders and as leadership communities, creating agile, flexible and innovative organisational

capability. Our focus is on what will help you drive your business forward and deliver maximum socio-economic value for you and for the environment in which you operate.

We are seeing significant developments across all sectors that are affecting organisations and the way their leaders now need to think, act and connect:

- **Disruption** – The pace of change in the external environment continues to quicken meaning leaders need to find and use new approaches and sharpen their skills continually to keep their organisations agile and responsive. Our consulting, leadership development activities and bespoke solutions directly address this need.

- **Non-traditional competitors** – Unexpected competition across different sectors is on the rise. We create opportunities for our clients to profit from these fresh perspectives.

- **Engagement** – Employees are looking for greater levels of engagement and involvement from their leaders and the more unsettled the environment or the more challenging the business and financial

strategies are, the greater this demand will become. Executives need to lead with purpose, engagement and a continual sense of renewal - we work with our clients to create conditions which make this possible.

- **Distributed leadership**– Leadership is no longer the preserve of those at the top of the organisation with senior-level leadership, thought leadership, informal leadership, technical leadership and even moments-of-leadership all having their role to play. We work with whole leadership teams and communities to reduce fragmentation and increase collaboration.

We believe that leadership is an adventure that tests leaders to their limits – commercially, intellectually and emotionally. We will be by your leaders' side on this journey and will help raise their performance. They will achieve results through creating the conditions in your organisation for success and engagement, scanning the environment for innovation, transforming corporate culture and empowering leadership to inspire action.



## Our perspective on leadership

### How do we approach the work of transformational leadership?

#### What will take you where you need to go?

We are the perfect partner for you if you are committed to transformation including:

- Building greater leadership community capability
- Accelerating the value of mergers and acquisitions
- Integrating new executive and leadership teams
- Releasing blocks to leadership performance to enhance organisational agility
- Generating unparalleled shifts in thinking
- Finding new ways of working that create greater innovation

#### What's our approach?

Every organisation is unique, so much of the work that we do with clients around transformation is bespoke.

We invest time to get to know every facet of your business, immersing ourselves in your world to truly understand your strategic goals and development needs, both immediate and longer term. We bring experience, support, imagination and challenge to all our partnerships as we co-create bespoke solutions that find new ways of operating to deliver business-valuable outcomes.

Equally, where you do need a proven structure to support a specific need, our existing leadership solutions are designed to provide that framework. We can tailor these in partnership with you to reflect the outcomes you want to achieve at both the individual and collective levels.

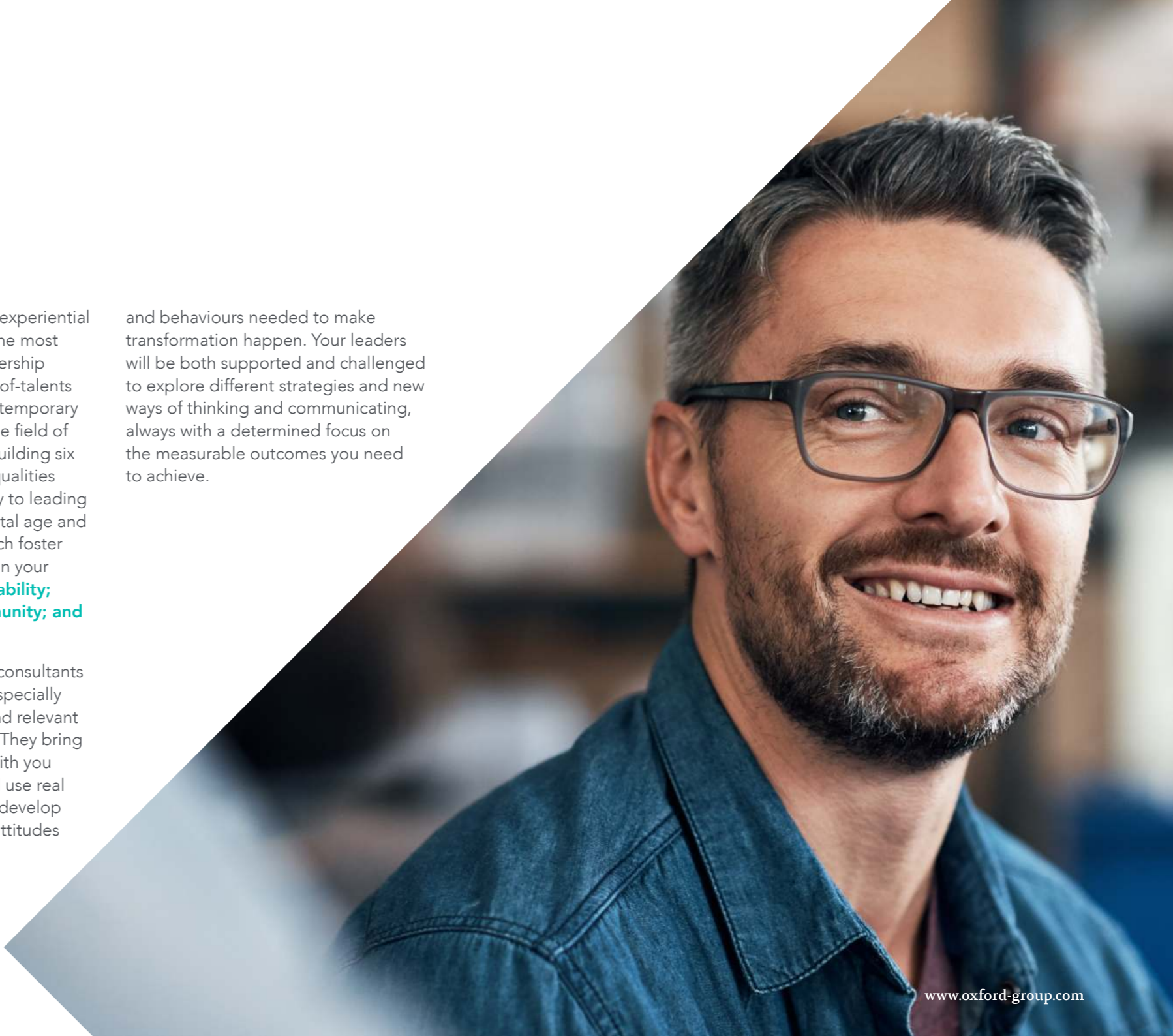
Our holistic and dynamic approach creates high trust, high challenge environments so that your leaders can:

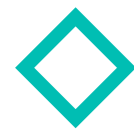
- **Get a clear, independent look at your current position** and what they need to do to have a more effective people strategy
- **Build their personal and strategic leadership capability** to transform your organisation to achieve business goals
- **Become more resourceful** in creating the conditions for you to adapt quickly in a massively changing and unpredictable world
- **Inspire performance improvement and sustained investment** from your teams and stakeholders

We believe that powerful, experiential learning experiences are the most effective way to grow leadership capability and take a best-of-talents approach, drawing on contemporary thinking and research in the field of leadership. We focus on building six underpinning leadership qualities which we believe to be key to leading people effectively in a digital age and to creating conditions which foster and retain valuable talent in your business: **courage; adaptability; purpose; curiosity; community; and experimentation.**

Our hand-picked team of consultants and coaches are chosen especially for their deep expertise and relevant commercial backgrounds. They bring proven ability to partner with you to assess your options and use real situations to discover and develop the underlying mindsets, attitudes

and behaviours needed to make transformation happen. Your leaders will be both supported and challenged to explore different strategies and new ways of thinking and communicating, always with a determined focus on the measurable outcomes you need to achieve.





## What we bring you

### Changing the way leaders think, act and connect

#### What are your leaders focusing on to strengthen how the business performs?

We use **The Oxford Group Approach to Leadership** to work with your leaders to increase their capabilities in the four key dimensions of **leading self, leading others, leading the organisation and leading in your environment**.

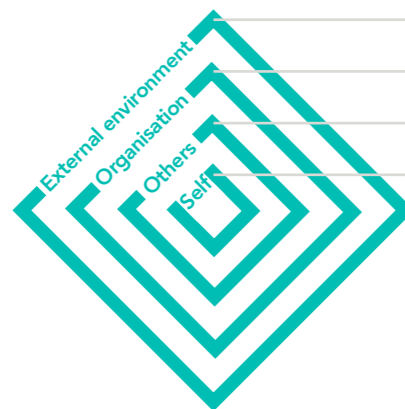
Your priorities will guide where we begin our work with you. From experience, we advocate beginning with a discovery process.

Our own organisational development diagnostic gives you clarity on how your leadership community can most effectively evolve in order to transform your organisation.

Through a process of enquiry involving structured conversations and interviews with your CEO, board members and other senior stakeholders, we seek out key insights into the areas which need action. We focus on how your leadership community can make the greatest gains to drive performance

and deepen engagement across your business, taking into account both personal and strategic leadership performance. Following this, we provide you with a detailed report highlighting actions and recommendations.

From there, we will support you to create a plan to develop the forward-thinking and future readiness of your leaders. Our suite of leadership journeys, masterclasses and bespoke solutions, co-created with you, will meet your needs in ways that work for you.



#### Leadership of self

Understanding that you, as a leader, are the 'instrument of leadership'.

#### Leadership of others

Appreciating that as a leader your success depends on how effectively you can 'work through people'.

#### Leadership of organisation

Configuring the organisation to meet external demands and drivers.

#### Leadership of external environment

Frequently scanning the external environment to discover how it is changing and what it demands of your organisation.

#### Leadership journeys:

- **Organisational transformation** – if cultural change and a large-scale transformation is your priority, this 12–18 month programme will guide your leadership community through that journey.
- **Leading in a digital age** – this fully-blended leadership development journey has been specifically created to focus on what leaders need to be, do and know to lead effectively in this digital era.

#### Masterclasses:

Each of our one-day masterclasses draws on the latest leadership and neuroscience research to create powerful insights. Our ever-present focus on the practical application of theory means that all content will be directly relevant to your situation and context. Choose from:

- **Storytelling for leaders**
- **Executive presence and impact**
- **Leading complex change**
- **Leading for innovation and agility**
- **Leading your strategic environment**
- **Authentic and powerful leadership**
- **Leading in a digital age**

#### Bespoke solutions:

We are always delighted to create the perfect blend of bespoke activities for you to grow your leaders' capability and level of inspiration, including:

- **Workshops** – carefully designed and delivered to stimulate, challenge, support and build lasting leadership communities
- **Facilitated team and group meetings** – these can be for large or small groups from a company-wide launch of a culture change initiative to joining board meetings to promote new thinking
- **Large group events** – the launch event for a new strategy or a top 100 event to stimulate a shift in innovative thinking
- **Hackathons** – an event which brings together a group of leaders to tackle a specific business challenge and shape the future
- **Live projects** – we bring the theory to life using either your own business issues or by partnering you with another organisation in a different field for cross-organisation mentoring
- **Business simulations** – practical experimentation in complex and ambiguous scenarios, gaining insight from rapid feedback and coaching
- **Executive Coaching** – our coaches partner with executives to help them meet personal and strategic goals

# 18%

of C-Suite leaders describe their organisation as 'change agile'

Mercer 2018 Global Talent Trends Study



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## Let's start the conversation

Here we have looked at how we can help your leaders rise to the challenge to transform your business and achieve meaningful growth by changing the way they think, act and connect.

Transformational leadership is part of a wider range of inspirational solutions that also covers:

- Talent management
- Management capability
- Executive coaching
- Employee engagement

More than 88% of our work comes from referrals or repeat business from satisfied clients. So if you're ready to help your leaders rise to the challenge, please get in touch and let us show you why our clients keep coming back.

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# City & Guilds Group

The Oxford Group is one of the City & Guilds Group brands. Our shared purpose is to help people, organisations and economies develop their skills for growth. Together, our brands provide a broad and imaginative range of products and services that help people achieve their potential through work-based learning. From vocational qualifications, learning resources and assessments, through elearning and learning technologies, to training delivery and accreditation.

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[www.oxford-group.com/transformational-leadership](http://www.oxford-group.com/transformational-leadership)

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