

Senior Management Team Development Programme

Building a high performance SMT
to thrive in unpredictable times



Starr's Senior Management Team Development Programme develops the senior team's capabilities to work on real issues in real time by providing a learning environment to leverage the combined experience of its membership, making it stronger and more capable.

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Baz has very successfully facilitated a number of workshops on behalf of Regional Public Health Group. These facilitated sessions have helped us to clarify our purpose and key goals, identify and work through a number of the key challenges we face, especially given the very differing needs of the multitude of stakeholders we serve. He has also given us a greater understanding of how we can demonstrate our individual and combined leadership to achieve our goals more effectively.

Regional Director of Public Health

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OUTCOMES FROM THE SMT DEVELOPMENT PROGRAMME

The team and its membership will be more:

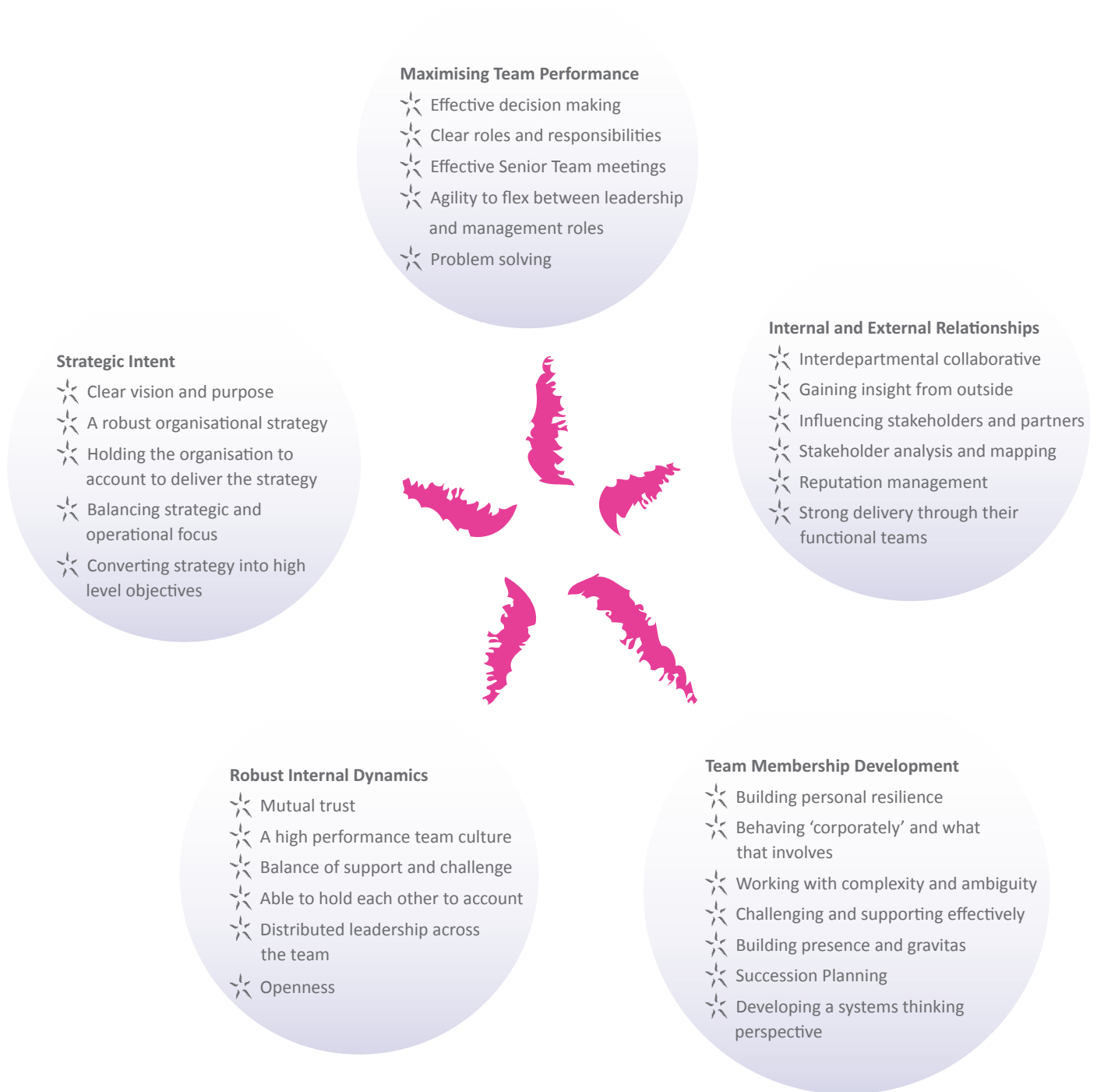
- ☆ Confident in the execution of its many diverse functional roles
- ☆ Able to truly operate as a senior leadership team rather than a senior management team
- ☆ Resilient in responding to the challenges it faces
- ☆ Rigorous in its challenge of itself, and its external partners and stakeholders
- ☆ Mutually trusting of its membership
- ☆ Able to make tough decisions and recognise the trade-offs contained within them
- ☆ Agile to adapt to new situations and resolve the inevitable challenges faced
- ☆ Able to leverage the experience of a diverse team membership and embrace that diversity
- ☆ Able to assess its own performance and raise its own bar and continue its learning
- ☆ Keenly able to traverse the many paradoxes and dilemmas that are imbued in working at the top
- ☆ Capable to work consensually

“It is amazing how often you come across teams with an average IQ of over 120, but the team functions with a collective IQ of about 60”

Peter Senge

STARR'S SMT DEVELOPMENT PROGRAMME FRAMEWORK

Starr's Senior Management Team Development Programme looks at all facets of senior team-working to ensure a comprehensive and thorough development programme as described by the framework below:



WHO IS THE SMT DEVELOPMENT PROGRAMME FOR?

The programme would be suitable for senior teams:

1. In the public, private or charitable sectors.
2. Teams who want to assess their current effectiveness and fitness for purpose
3. Teams who realise they need to improve their performance to deal with new organisational challenges
4. Teams which have new members who need to quickly come up to speed
5. Teams who recognise they need to hold themselves to account as well as the organisation they lead

SENIOR MANAGEMENT TEAM DEVELOPMENT PROGRAMME STRUCTURE

Every SMT Development Programme is individually customised to meet the identified particular needs of each team. There are a number of possible elements within any programme.

Elements:

☆ **An initial contracting meeting with the Chief Executive / Team Leader**

☆ **A series of diagnostics**

This might include: observing the team in action,
undertaking structured and confidential one-to-one interviews with team members,
members undertaking an online questionnaire which is focused around their team's current performance.

☆ **A number of team development / live team coaching workshops**

These are flexible in duration from half a day to two days each, as preferred by the client. The content of these will develop the collective capabilities of the team and the content informed by the outcomes of the diagnostics.

☆ **Individual development of team members**

To address recognised skills gaps in capability to operate at this senior level. The SMT development programme can also be undertaken in parallel with our Senior Leadership Development Programme to develop a deeper individual leadership capability.

WHO WE ARE



BAZ HARTNELL is a leadership consultant with a senior commercial background who combines coaching, mentoring and leadership consultancy to increase the capacity of directors, managers and their boards and teams to become more effective. He is a member of the European Mentoring and Coaching Council and an Affiliate of the Centre for Leadership Studies at the University of Exeter. Possessing an MBA and an MSc in Individual and Team Coaching, he undertakes board development and executive coaching to Chairs, CEOs, executive directors and managers in various private and public sector organisations. He has worked with over 50 SMTs and Boards.

TO FIND OUT MORE

Please contact Starr Performance by calling **01460 239143** or by emailing **info@starr-performance.co.uk**

The website, **www.starr-performance.co.uk** contains more information on what we do at Starr Performance, including testimonials and case studies from satisfied clients.