

jemstone consultancy business psychology: Adding value to business through the application of psychology: consultancy, team development, management development, coaching: **020 8293 0017**

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Leadership: UK leaders do it differently (and better?)

Recent research into leadership conducted in public and private organizations involving thousands of people over 3 years revealed:

- Common myths don't hold – leadership is not rare, found mainly at the top, or about being superhuman
- US research persistently throws up charisma and vision and 'transformation' because it asks about 'distant leaders' not immediate superiors.
- UK leadership is essentially about valuing the individuality of staff; encouraging people to challenge the status quo, having integrity and humility, removing barriers to performance
- Leadership involves being open, sociable, considerate of others, having a sense of humour, credible expertise, intelligence, and setting high standards for self and others.
- There is an element of humility, and even vulnerability in the emerging UK model of leadership absent from US model

What does this mean for UK organizations?

- Recognize we do it **differently**
- Look for leadership being practised **at all levels**

- **Create conditions** for leadership behaviours to flourish in your organization

From: Alimo-Metcalfe, Alimo-Metcalfe and Davis: The great and the good. People Management 10.1.02

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Who needs to understand strategy, and how do they learn?

Once the answer was the top people, and by initiation into the Boardroom or by gaining their MBA.

- These days it is recognized that all managers and leaders in any organization need to understand and be able to work with strategy.
- At the same time managers and leaders have less time to go for training.
- There is an answer. Imparta have developed a fantastic interactive e-learning process that is based on psychological principles of learning and is fun to use.
- **Jemstone** are working with **Imparta** to bring this solution to more organizations. Contact us for information or demonstration: **020 8293 0017**

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Strategy: Changing views for changing times

A couple of Harvard Business Review articles last year started suggesting that we review our notions of strategy (*Eisenhardt and Sull: Jan, Gadiesh and Gilbert: May*)

- In essence both call on the developing understanding of organizations and connections between organizations as complex adaptive systems (CAS)
- One feature of CAS is that the system can self organize around a few simple rules

- Thus strategy becomes a few simple rules in place throughout the organization to guide people in their local actions so that the global effect is an effective organization.
- The trick of course, is to find the 'few simple rules'
- To do that, the emphasis moves from external data gathering and analysis, to internal observation and hypothesizing. **What rules are people using now to organize their behaviour? They may not be what you expect!**

Do your peoples 'simple rules' tie up with your grand strategy?

Jemstone can help with both externally orientated strategy and internal people action and behaviour. Contact us if you need help: **020 8293 0017**

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The Challenge for Training Managers: Show Your Value

In these straitened times, training (with HR generally) is under pressure to show value. Recent conversations with training managers indicate this is their pressing concern. Tips:

- Sign up for INVESTORS IN PEOPLE, it is all about enhancing and demonstrating the value of training and development. Jemstone Consultancy has accredited and experienced advisors
- Make sure the financial value of your courses/coaching/consultancy is CLEARLY VISIBLE in the accounting system, and to line managers
- Actively collect the SUCCESS STORIES that are due to your input
- Review your EVALUATION PROCESSES; do you get beyond reaction sheet feedback?
- Develop your METASTRATEGY for gaining support and commitment to your training and development strategy from line managers and senior managers

If you would like assistance with any current or future project, please email

info@jemstoneconsultancy.co.uk

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