

## The Leadership Model

Forton Group 360 supports you to develop the skills of outstanding performers in tough, complex and dynamic situations. These can be described by four key characteristic areas: Think, Involve, Inspire and Do.

These skills are mostly straightforward once you know about them. This tool helps you to become aware of what you do or don't do, so that you can develop the skills through practice. Each of the four clusters outlined above sub-divides into discrete, measurable behaviours. These are proven to significantly improve performance when developed to high levels and used consistently.

No one has strengths in all twelve behaviours. Instead, great leaders know their strengths and use them to the full. They work to enhance their developing strengths and, importantly, minimise the impact of any limitations. They also work with others who have complementary strengths.



## Is the model backed up by solid research?

Professor Harry Schroder, at Princeton and the University of South Florida, showed empirically the impact of specific leadership behaviours on organisational performance during change. Schroder's work has been further developed to identify the key behaviours that directly impact performance.

The Forton Group 360 model is based on this solid research.

## Which organisations use this model?

The model is now used in many FTSE 250 and Fortune 500 companies. It is estimated that there are currently some 15,000 leaders globally that have had some form of assessment based on the original Schroder model.

## Overview of clusters and behaviours

### The Think Cluster



This cluster contains behaviours to search widely and broadly for information, develop and link powerful ideas, and consider multiple alternatives. It is critical in the development of strategy.

#### Information Search

is about seeking information from a wide variety of sources and creating an environment which allows the information to be shared, utilised and accessed.

#### Concept Formation

is about making sense of information and in particular coming up with bigger ideas when creating solutions or solving problems. It involves seeing the 'bigger picture' when being creative or getting to the 'root cause' when solving problems.

#### Flexible Thinking

is about thinking about real alternatives and be able to hold very different points of view before making decisions. It is key to making sense of complexity and dealing with probability rather than certainty.

### The Involve Cluster



This cluster is all about involving and getting the best out of others. It contains behaviours to understand what people really mean, facilitate group discussion and actively develop other people. It is essential for building a culture of trust.

#### Empathy

is about completely understanding what is in the other person's head from their point of view - their true feelings, thoughts and ideas. It is the "receive" part in effective two-way communication.

#### Teamwork

is about facilitating interaction so that big ideas can be created by a team. It includes eliciting contributions from all team members and building ideas by orchestrating the team discussion.

#### Developing People

is about taking personal responsibility for others' development. It involves giving great feedback, coaching and encouraging personal development.

### The Inspire Cluster



This cluster is all about inspiring others and releasing corporate energy. It contains behaviours to influence others and build relationships, build confidence in the future of the unit and get your ideas across clearly.

#### Building Confidence

is about establishing confidence in both your own position as well as instilling confidence in others.

#### Influence

is about influencing others by promoting win/win ideas so everyone can see their own interest in what is being suggested. There must be understanding as to what is important to the other party and compelling reasons for them to agree.

#### Presentation

is all about presenting a message or idea in a way that is effective, memorable and has impact. It is the 'transmit' part of effective two-way communication.

### The Do Cluster



This cluster is all about delivery and getting things done. It contains behaviours to break through red tape and other barriers, measure, and take action to deliver great customer service.

#### Proactivity

is all about getting things done. It is about overcoming barriers that prevent action and may have been created by cumbersome processes, bureaucracy or resistance to change.

#### Customer Focus

is all about putting the customer first, with actions, not just words. It is about responding effectively to the current needs of customers as well as building value and for the future.

#### Continuous Improvement

is about measuring and monitoring the right things, not just the things that can be measured. There is a focus on measuring things that lead to better value for the customer and therefore greater long term success.