MOMENTUM 100 LEADERSHIP DEVELOPMENT PROGRAMME

Closing the leadership ‘gap’ between intention and outcome

Leadership SUCCESS Engineering™ : 3 foundations. 7 enablers. 1 operating system

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THE CHALLENGE

Three problems you're almost certainly seeing today

1

Confident commitment, missed deliverables

Leaders at every layer declare intentions to deliver the plan. The quarter closes on a ‘miss’ and the focus moves to blame or excuse.

2

Twenty-five leaders, twenty-five playbooks

Results often ‘depend’ on who the leader is. You have no defined leadership ‘system’ so it’s ‘DIY’. That variance is compounding.

3

Glowing feedback, nothing changes

You provided support before and it was well received. Six weeks later nothing is different, you just funded more expensive ‘theatre’.

Sound familiar? None of this is a talent problem. It's the same root cause showing up three ways.

THE REAL COST

Variance in effectiveness isn’t contained. It compounds



One ‘ineffective’ senior leader
sets a vague objective for three mid-level leaders

Three ‘inconsistent’ mid-level leaders
create ambiguity for ten leaders below them

Ten ‘confused’ first-line leaders
now run ten different playbooks: "it’s a lottery!"

You cannot monitor, improve or scale multiple versions of ‘leadership’.

Where it shows up on your performance

- Forecasts or plans the board already disbelieves
- Slow, unpredictable chaotic execution of plans
- Change initiatives that never land
- Regretted attrition of your ‘better’ performers
- Outcomes that depend on ‘heroes’ repeatedly
- Siloes of ‘blame’ and of avoiding accountability
- Management distraction then ‘rinse and repeat’!
- An enterprise valuation discounted for delivery risk

Everyone of these indicators is read by a board or investors, as a leadership failure, not a market condition.

THE ROOT CAUSE

This isn’t really a capability problem. It's a ‘system’ problem

INTENTION

What leaders “say” they'll deliver through plans, strategies and action

Leaders rarely lack the intention, desire or inspiration to deliver. Most organisations try to foster all three, without enabling or defining the ‘how’.

THE LEADERSHIP GAP

So, leaders at every layer create their own version of ‘leadership’ and that variance in effectiveness is where intended performance leaks away.

OUTCOME

What actually gets “delivered” is often short of requirement and expectation

Leaders grow in confusion on how to close the ‘gap’ and this confusion further compounds layer by layer. Avoidance of blame then becomes the priority.

"The Leadership Gap is not really a knowledge problem, although that can help. It is more of a system problem, and systems can be built, installed, refined and made mandatory."

THE METHOD

Leadership SUCCESS Engineering™ : installed in six steps

1

Diagnostics

Pre-workshop

Enterprise level as well as individual baselines formed via online tool. Detailed analysis provided.

2

The Theory

2 days in person

Explore the 7 core enablers and 21 support models; each leader prioritising their gaps and actions.

3

The LEAP

Day 2 – Day 5

A bespoke Leadership Effectiveness Action Plan created by each leader with explicit commitments.

4

Installation

Day 3 – Day 100

1:1 coaching and support available for each leader to call on as needed. No hiding place!

5

Checkpoints

Day 30, 60, 100

RAG status is assessed by leader and feeds the executive MI pack to ensure high visibility.

6

Sign-off

Day 100

Re-baseline with further diagnostics and enterprise and individual reports issued in 7 days.

3 CORE FOUNDATIONS

Self-leadership · Team-leadership · Performance-leadership

THE 7 S.U.C.C.E.S.S. ENABLERS TO CREATE SUSTAINED EFFECTIVENESS

S Self-awareness & accountability · **U** Unity of purpose & outcome · **C** Candour & clarity of expectation · **C** Courage & change execution · **E** Enablement & empowerment · **S** Scorecard & solution(s) mindset · **S** Stewardship & tomorrow thinking

The outcome: one enterprise-wide leadership ‘operating system’. Several ‘non-negotiables’, at every layer.

THE PROGRAMME

Momentum 100 Leadership Programme

THE CHALLENGES TODAY

- Organisational plans and strategies are falling short in execution and results
- The gap between intention and outcome is now a habit at every layer
- Every leader is kind of doing leadership their own way and it is chaotic?
- There is now a lack of confidence in what we say we'll do, no belief!
- Budget spent previously on our leadership changed nothing.

INITIAL DIAGNOSTICS: UNDERSTAND ENTERPRISE AND INDIVIDUAL BASELINES (ONLINE)

ESTABLISH THE CORE FOUNDATIONS…. (TWO-DAY WORKSHOP)

- **Self leadership** — How the leader leads and develops themselves
- **Team leadership** — How the leader builds and moves others to perform
- **Performance leadership** — How the leader converts effort into results and outcomes

…AND CONSIDER THE S.U.C.C.E.S.S. ENABLERS : CREATE PERSONALISED 'LEAP'

- **S** — Self-aware and accountable
- **U** — Uniting on purpose and outcomes
- **C** — Candour and clarity of expectation
- **C** — Courage to change and execution
- **E** — Enabled and empowered to perform
- **S** — Scorecard and solution bias mindset
- **S** — Stewardship and legacy for tomorrow

Bespoke LEAP created

ACCOUNTABILITY ARCHITECTURE (100 DAYS OF INDIVIDUAL SUPPORT : IMPLEMENTATION ASSESSMENT)

- **100 days of 121 support** — Fix, discuss, reflect, refine and ensure continuous progressing
- **30/60/100 day checkpoints** — Review effort, progress and implementation: Issue RAG status
- **Executive MI** — High visibility reporting to exec sponsors at key checkpoints

THE OUTCOME: ONE ENTERPRISE LEADERSHIP OPERATING SYSTEM

THE OPPORTUNITY TOMORROW

- Leaders at all levels consistent in execution and results
- The gap between intention and outcome is closing and is visible
- One leadership 'OS' at every layer, creating the alignment in key moments
- There is a culture of confidence and belief in delivering now building
- Leadership development is a real strength founded on accountability and skill

TRUSTED BY CLIENTS INCLUDING

Cooper Turner Beck · tandem · Santander · Chetwood Bank. · Addmaster · BMW · NatWest

SOME CRITICAL DIFFERENCES TO OTHER SOLUTIONS

Momentum 100 : a leadership ‘operating system’ in 100 days

THE CRITICAL RATIO

50:1

Fifty days of 1:1 ‘implementation and execution’ support for every day of ‘theory’.

Two days in a classroom, then 100 days of installation, change and growth.

"The two days are the entry ticket; the hundred days is the real product."

1. **Not just another leadership ‘event’**
   Events are one-off situations. Momentum 100 is a highly-personalised 100-day journey for delegates, focused on their ‘LEAP’ and gaps.

2. **Executive sponsor inclusion**
   The same non-negotiables apply to every leader. No exemptions. A structured session is provided to achieve alignment with sponsors.

3. **Evidence of activity not just satisfaction scores**
   Dashboard and RAG reporting is focused on what delegates are ‘doing, improving, achieving’ and not just satisfaction levels!

4. **Led by Steve personally, founder of 371**
   Each cohort is typically 8-10 leaders. I lead every cohort we run and share every model and framework I created with clarity and reality.

“After 30-plus years in leadership, I don’t believe you can ‘train’ leadership, but I do think you can ‘install’ it!”

THE EVIDENCE

Real results from real clients

150+

leaders through Momentum 100 and rated as Green (effective) at 100-day checkpoint

+22%

sales pipeline growth in 12 months: mid-market manufacturer, a cohort of 9 attended

+12%

valuation multiple at the trade sale (as reported by the client), worked with leadership cohort

MOMENTUM 100 COHORT IMPROVEMENT DATA

UK retail bank SLT of 8 leaders: Self-assessed against the 7 enablers via online diagnostic completed pre-programme

Cohort baseline effectiveness 69% → 8 of 8 below 'effective' baseline

100-day baseline effectiveness 88% → 7 of 8 above 'effective' baseline

Second cohort of leaders participating in programme today.

MOMENTUM 100 COHORT IMPROVEMENT DATA

UK manufacturing SLT of 10 leaders: Self-assessed against the 7 enablers via online diagnostic completed pre-programme

Cohort baseline effectiveness 65% → 9 of 10 below 'effective' baseline

100-day baseline effectiveness 83% → 9 of 10 above 'effective' baseline

Further cohorts put through programme as a result.

£2.2m UK B2B DATA

new ARR growth over the 14 months after the Momentum 100 completed, 3 cohorts attended

£1.5m UK B2B SAAS

revenue churn reduction in 10 months since the programme completed, 1 cohort at SLT level

18% UK B2B FINANCIAL SERVICES

reduction in leader attrition in one year, an estimated £1.44m saved, employee engagement +19% increase

WHAT EXECUTIVE SPONSORS SAY

"No hiding place, and unwavering support"

> *The only programme I've ever seen where the 'leaders' are held to account after the classroom! There's no hiding place with Steve but his support to delegates in the implementation phase is unwavering when it's needed or requested. The dashboards to my own team were super helpful as well.*



Karen Wilkinson · CEO and non-executive

> *Steve's work completely reset our perspective and 'thinking' on how we should approach the leadership of the people we lead. Be warned, he does not hold back in making delegates completely 'rethink' leadership - the response has been significant! His focus on LEAP execution is relentless.*



Alex Mollart · CEO and investor

> *A game-changer in how Steve simplifies the core elements of successful leadership into several components. The power is in his energy to get all leaders to accept the opportunity to improve and then his passion and drive in making them do it with plenty of support available to enable the change!*



Paul Morris MBE · CEO and board adviser

> *A powerful and inspiring leadership practitioner who adds emotional context to help bring his compelling framework and his unique leadership 'success' themes to life. He shares his models, frameworks and key enablers with a passion to help and support any leader to enhance their effectiveness*



Chris Brindley MBE · Chairman and non-executive

THE QUESTIONS YOU'RE PROBABLY ASKING

Four reasonable reservations, practically answered

? "We've run leadership programmes previously and nothing really changed afterwards"

Those probably ended on day two and left each leader to apply it their own way, which widens the variance. Here the two days are just the entry ticket. The hundred days of installation and accountability architecture is the real ‘product’.

? "Isn't this a performance problem? Replace the under-performers and we will be OK"

That strategy often removes the so-called ‘worst’ leaders and does nothing for the capable-but-inconsistent leaders in the middle, where most of the variance sits. Your new hires then bring their own approach to leadership. The variance continues!

? "Our executives probably won't align to the consistent ‘standards’ you’re proposing"

Then they become ‘suggestions’, rather than non-negotiables. Executives needn't attend Momentum 100, but they must align to the core enablers and specific sessions to facilitate this are provided and always received positively.

? "How do I prove the return to the board on the latest investment in our leadership?"

RAG-tracked commitment-to-delivery data at Day 30, 60 and 100, by individual and cohort. Delivered via reports and live presenting to the executive sponsor/team. Evidence of how leaders are executing and improving, not satisfaction scores!

YOUR NEXT STEPS

Start closing your Leadership Gap….?

1

Take the Enterprise Leadership Diagnostic to understand your reality today?

An online exercise where an executive or senior team provide individual insights to a set of structured scenarios. The requirement is 10-15 minutes of time. Upon every input received, a confidential and detailed baseline report is provided. This includes the enterprise-level effectiveness assessment, any critical gaps identified and suggested strategies to close them, and how you benchmark on the key baselines with peer level comparisons. To make an enquiry to run this diagnostic for your organisation, **please email steve@stevemcnicholas.com** with **'diagnostic'** in the subject header of the email and we'll arrange.

2

Book a 30-minute call with me to chat further and ask the questions you have?

Whether Momentum 100 fits, which layers of your organisation need help, cohort sizes, availability, programme pricing and what Day 100 would need to show for you to recognize success as a sponsor, then let's have a chat at a time and date that suits your schedule and mine. Use the following link and select an option that work. . Book at **calendly.com/steve-stevemcnicholas/30min** and I look forward to chatting soon.

3

If you need any other information or ways to get in touch, then there's a few below.

You can follow Steve on LinkedIn where he posts most days on leadership and the challenges for C-suites and organisations. His profile link is founded by pasting **linkedin.com/in/stevemcnicholas/** into your browser. You can download several tools and reports from the website at **www.stevemcnicholas.com** Finally, you can even call Steve or WhatsApp on **07867 393581**. Thank you.

"You don't rise to the level of your leaders' best intentions. You fall to the level of the system they operate within".