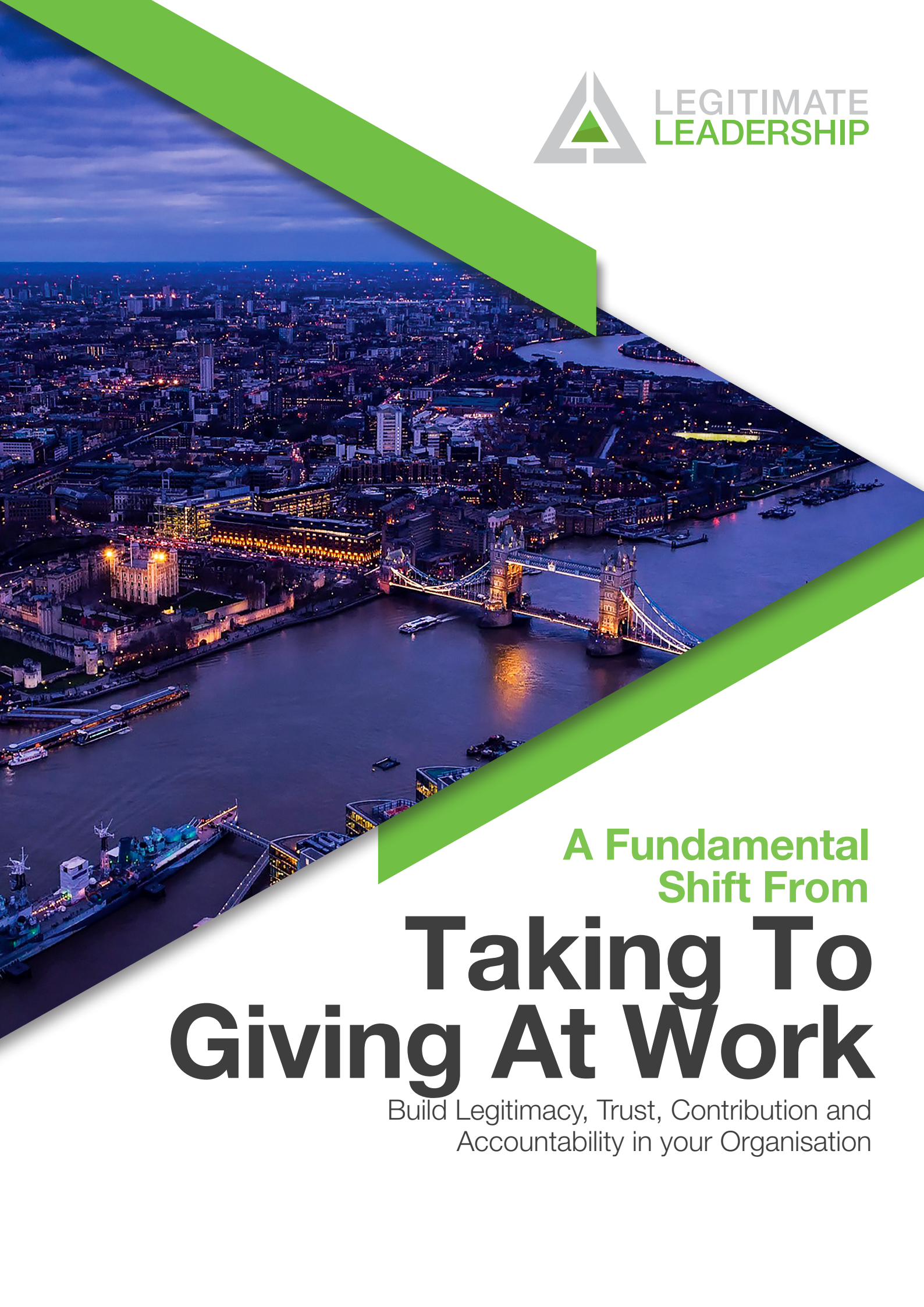




LEGITIMATE
LEADERSHIP



A Fundamental
Shift From

Taking To Giving At Work

Build Legitimacy, Trust, Contribution and
Accountability in your Organisation

The Legitimate Leadership Model

Trust in management and its corollary, the commitment of employees to willingly make an above and beyond contribution to realising the company's objectives, is what every employer strives for but often gives up on.

The Legitimate Leadership Model which addresses the core issue of willingness at work grew from research done in the South African gold mining industry in the late 1980s when relationships between employers and employees were even more stressed than they are today.

The research, which set out to measure the trust levels of workers in management on mines, produced unexpected results. There was no correlation between trust and overarching factors like politics or race. Surprisingly, the results also did not indicate any connection between trust and physical conditions (in the hostels and underground), labour mix, rates of pay, and the presence or not of a union on the mine. If management-employee relations had improved or worsened it was only because management had either attended or not attended to employee concerns or problems.

Managers, individually and hence collectively, were accepted or rejected on the strength of their perceived interest in the wellbeing of their employees. The leadership of any mine was seen to be legitimate and worthy or not of support on this basis only.

Subsequently what has been demonstrated is that employees' perceptions of management's interest in their wellbeing is not determined by the sophistication of the company's human resources practices and systems. It is a function of the relationship that each employee has with their immediate manager at every level in the hierarchy. Only when individual managers have a genuine concern for their people as human beings and enable them to realise the best in themselves will their people be willing. It is two drops of essence, care and growth, which gives those in authority legitimacy, not money.

The Legitimate Leadership Model has been applied in over 300 diverse organisations in 30 countries over the past 25 years. What Legitimate Leadership does is help leaders at every level to transform their organisation through applying the Legitimate Leadership Model, so the organisation is characterised by the following:

LEGITIMACY

The collective leadership of the organisation is seen to be legitimate and has the support of the majority of employees to being led by them.

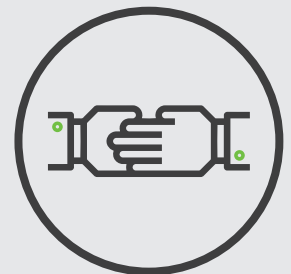


TRUST

Employees throughout the organisation are convinced that both those they report to as well as their colleagues have their best interests at heart, and therefore they trust them.

CONTRIBUTION

The average employee is committed to the organisation's objectives and is willing to make an above-and-beyond contribution to realising those objectives.



ACCOUNTABILITY

Less than the best performance by people is not tolerated as evidenced by the fact that at all levels employees take accountability for, and are held accountable for, their contribution.



Leadership Excellence in Practice

Before leaders can demand excellence in others, they must demonstrate excellence in themselves. Leadership Excellence, therefore, is core to any intervention aimed at delivering sustained excellence in organisational outcomes.

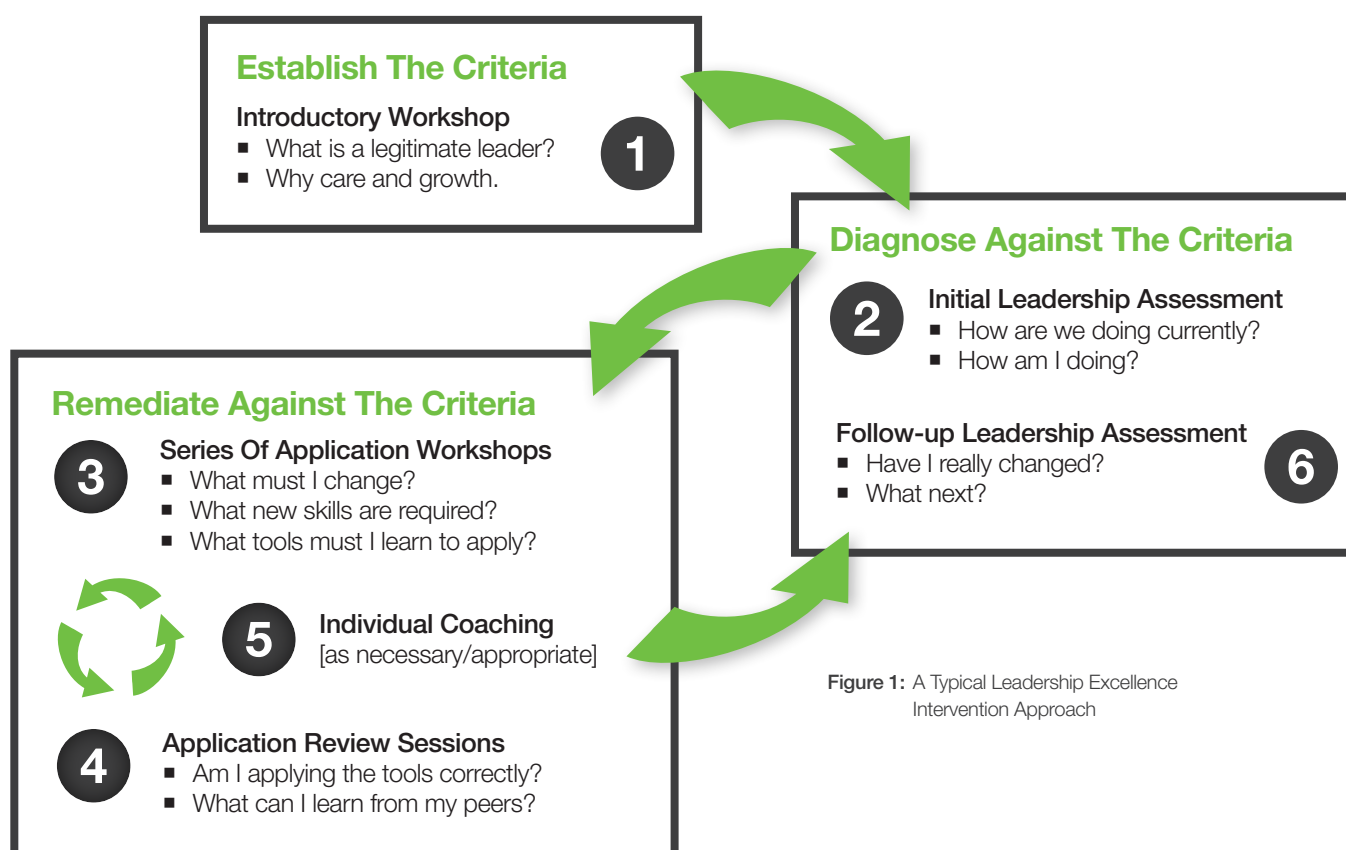


Figure 1: A Typical Leadership Excellence Intervention Approach

A Leadership Excellence intervention is typically 15-18 months in duration. Legitimate Leadership works with dedicated groups of up to 20 leaders per group to ensure shifts in behaviour are realised “on the ground”.

STEP 1: Introductory Workshop

A two-day interactive workshop engages leaders in a debate regarding which leadership approach which best delivers sustainable people and organisational excellence.

STEP 2: Initial Leadership Assessment

An initial leadership assessment diagnoses the current state of leadership against the criteria for leadership excellence, thus holding up a mirror to leaders, and acting as a catalyst for change.

STEP 3: Application Workshops

Application workshops provide leaders with a deeper understanding of a specific aspect of the framework and provide both the tools and skills to translate this aspect of the model into practice.

STEP 4: Application Review

Between each application workshop leaders are tasked with applying what they have learned in the workplace. Short 2-hour sessions allow leaders to learn from, support and challenge one another.

STEP 5: Individual Coaching

In addition to the roll-out of application workshops and review sessions a select number of leaders may be identified for intensive one-on-one coaching with a Legitimate Leadership consultant.

STEP 6: Follow-Up Leadership Assessment

At the end of the process a second leadership assessment provides evidence of shifts in leadership behaviour and practice, and the impact on individual and organisational performance.

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A Strong Track Record

The Legitimate Leadership Model has been applied in over 300 diverse organisations in 30 countries over the past 25 years. Our recent track record of clients includes:

Legitimate Leadership has been engaged by Hall's Group companies in industries including fresh produce, financial services, property, data and biotech. The Legitimate Leadership Model enables a consistent but flexible approach to leadership across a diverse set of organisations all aiming to achieve excellence in both people and results.



We significantly improved the leadership of the people working in African Explosives Mining Services (Initiating Systems Automated Plant) to realise significant gains in production output, quality and cost between 2012-2016.

Having introduced Legitimate Leadership to over 100 managers at a Breakaway we subsequently supported a successful rollout of the framework in two of the Group's brands (The Fix and Exact) with a third brand now working with the framework.



We are supporting an organisational transformation and culture change initiative at Babcock International Group's Devonport Royal Dockyard. Babcock is a leading provider of critical, complex engineering services which support national defense, save lives and protect communities.

We are working with the Senior and Middle Managers of Carglass Germany, part of the international Belron Group, to further enhance leadership excellence in their organisation. Application of the Legitimate Leadership principles and practices are impacting positively on a number of key performance indicators in the business.



Over the last 12 years we have worked with Johnson Matthey in various parts of the globe. Legitimate Leadership has been a key component of the company's Global Management Development Programme. It has provided the core of an OD intervention in one of the divisions and it continues to be implemented on various manufacturing sites in the USA, Europe and South Africa as well as in technology development groups in the business.

15 years after the Care and Growth model was first applied at Bafokeng Rasimone Platinum Mine we have been engaged by Royal Bafokeng to reinstitute the model at BRPM and extend it into their Styldrift and Maseve operations.



We enabled a total of 250 leaders from the CEO through to sales, parts and services managers in over 50 dealerships to outperform their competitors in a highly competitive, shrinking motor retail industry.

