



LEGITIMATE
LEADERSHIP

www.legitimateleadership.com



LEGITIMATE LEADERSHIP: Leadership Excellence Open Application Programme

The 2026 Leadership Excellence Application Programme is open to leaders from all organisations. The process is designed to enable new and growing leaders in your business to deliver an improved contribution to **LEGITIMACY, TRUST, CONTRIBUTION** and **ACCOUNTABILITY** in your business.



+27 (0) 11 447 5128 (South Africa) +44 (0) 7737 269 080 (United Kingdom)



events@legitimateleadership.com



PRESENTED BY

Dieter Jansen

Associate, BSc Eng (Metallurgical), MSc Eng (Mechanical)

** Note: Legitimate Leadership may utilise additional Associates during the programme.*

A key problem facing leaders at work is to establish a sense of legitimacy for their leadership, to mobilise the consent of their people to being led by them. This only happens when leaders have a sincere and genuine concern for those in their charge and enable their people to realise the very best in themselves. In other words, managers have the right to demand delivery of their people, not because they pay them or because they are in a position of authority, but because they Care for and Grow them.

Care and Growth are the universal criteria for any Legitimate Relationship of Power.

10-MONTH PROGRAMME

Cost: R3,780 per month (10-months)
July 2026 – May 2027

Multiple recent surveys are showing that 70~80% of employees are not engaged or, worse still, actively disengaged at work.

They attend because they have to and do not relish the work they do. Underpinning this is the issue of trust in management.

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. Surprisingly, the results did not indicate any connection between trust and politics or race or even physical conditions (in the hostels and underground), labour mix, rates of pay, or union presence on the mine. 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 legitimately worthy or not of support only on this basis. 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 key criteria, 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 the culture of their organisation through applying the Legitimate Leadership Model, so the organisation is characterised by the following:



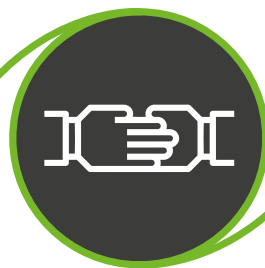
LEGITIMACY

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.

ESTABLISH THE CRITERIA

- 1** Introductory Workshop
- What is a legitimate leader?
 - Why care and growth



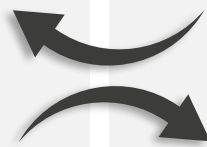
REMEDIATE AGAINST THE CRITERIA

- 3** Series of six application workshops
- What must I change?
 - What new skills are required?
 - What tools must I learn to apply?



- 5** Individual coaching as necessary/appropriate

- 4** Application review sessions
- Am I applying the tools correctly?
 - What can I learn from my peers?



DIAGNOSE AGAINST THE CRITERIA

- 2** Initial leadership assessment
- How are we doing currently?
 - How am I doing?

- 6** Follow-up leadership assessment
- Have I really changed?
 - What next?

Figure 1: A Typical Leadership Excellence Intervention Approach

Your leaders will participate in a Leadership Excellence process over 10 months in a group of 8 - 12 leaders from other organisations applying the Legitimate Leadership Framework. This is an opportunity to share experiences to enable leaders to deliver shifts in behaviour "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 rollout of application workshops and review sessions you can also elect to have your leaders further supported through 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.

Programme Details

From July 2026 to May 2027 leaders will engage in monthly sessions designed to build and apply leadership capability. The journey begins with a Two-Day, held face-to-face at the Legitimate Leadership offices to establish a strong foundation. Followed by a 1-on-1 virtual feedback session with a Legitimate Leadership associate, unpacking your initial leadership assessment and setting a clear development focus. Application Modules will be delivered in a hybrid format (in-person or online) for flexibility and ongoing learning, with Review sessions held virtually. Repeat Leadership Diagnostics will be conducted virtually, providing structured reflection and feedback.



 SESSION	DATES (2025/26)	DELIVERABLES
ESTABLISH Two Day Introduction	20 & 21 July 2026	What is a Legitimate Leader?
DIAGNOSE Initial Leadership Assessment & Feedback	August 2026	1on1 feedback session with a Legitimate Leadership Associate
REMEDIATE	1. True Meaning Of Care Application Review	06 August 2026 Establishing appropriate relationships of care
	Application Review	10 September 2026 Review key learnings from application of session
	2. Spending Time Appropriately Application Review	01 October 2026 Increased time spent on leadership activities
	Application Review	29 October 2026 Review key learnings from application of session
	3. Watching the Game Application Review	05 November 2026 Increased Legitimacy and deeper insights into performance
	Application Review	03 December 2026 Review key learnings from application of session
	4. Implementing & Raising Standards Application Review	10 December 2026 What are your responsibilities with respect to standards?
	Application Review	27 January 2027 Review key learnings from application of session
	5. Empowerment Application Review	11 February 2027 Ownership and decision making at the right level
	Application Review	11 March 2027 Review key learnings from application of session
6. Holding People Appropriately Accountable Application Review	01 April 2027 Improved responsiveness and appropriateness in accountability	
Application Review	29 April 2027 Review key learnings from application of session	
DIAGNOSE Repeat Leadership Assessment & Feedback	May 2027	A Repeat Leadership Profile will be provided to support evidence of shifts in leadership behaviour and practice.