

# Leadership Forum

## Leader Speaks Guidelines

This is a list of topics you might want to include in your Leader Speaks. It is not the intention that you should include each and every one of these nor is the list comprehensive. This is simply a set of best-practice headings that we have picked up from watching many leaders address the management population of their organisations. It is also useful to read the Leadership Forum Briefing Note (which amongst other things explains the purposes of this gathering) when planning your Leader Speaks.

This is not an interactive session - it is one-way traffic, you telling your leaders how things are, with the opportunity for structured Reflections immediately after.

- (1) Start by explaining the areas you are going to cover
- (2) Explain the purpose of the Leadership Forum and how it fits into the Meetings Calendar/ Annual Corporate Planning Process
- (3) Acknowledge and welcome any first time participants
- (4) Key things you want from the event
- (5) If you are new in, first impressions of the organisation
- (6) Key issues and priorities for the organisation
- (7) Any 'environmental' issues, e.g. politics, legislation, market trends, competitors, suppliers
- (8) Reminder about the mission and vision
- (9) Update on the strategies and corporate projects
- (10) What is going on at Executive Team and Board level
- (11) Update from the most recent Executive Event - when it was, what you did, what's happened as a result
- (12) What you personally have been working on - internally and externally
- (13) How we've been doing - results (customer satisfaction, internal performance, financial)
- (14) What the Strategic Intelligence is telling us
- (15) Changes you would like to see, issues that need a greater focus
- (16) What is likely to change/stay the same
- (17) The organisational structure - any changes (including people changes), why the organisation is structured the way it is
- (18) Go round the room department-by-department and say (one or both of):
  - (i) What you want them to focus on over the next x months
  - (ii) What they've done recently that has impressed you
- (19) Your leadership practices - and why you lead in the way you do
- (20) The leadership practices you want to see applied across the organisation and why
- (21) What your expectations are of the Next Tier Down level of management and how they should expect to be involved in the running and improvement of the organisation
- (22) Any other messages you want to get across
- (23) Finish by recapping what you have covered, emphasise that none of what you have covered is secret (unless it is of course) and that you want people to go away and repeat the key messages to their teams.

**Time** As long as you need to get the job done but ideally no more than 30 minutes.

**Format** Use flipchart if possible, PowerPoint if the audience is large.  
Refer to The Complete Guide to Leadership for further tips.

**Questions** Do not take any questions apart from essential points of clarification.  
Instead questions should be held for the Reflections.

