

**ASK<sup>®</sup>**

# DEVELOPING LEADERSHIP SKILLS

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**and preparing organisations  
to manage complex change**



**UNASHAMEDLY  
BUSINESS  
PASSIONATELY  
PEOPLE**



What you do serves as proof of what you believe

# LEADING CHANGE

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There are two things that no organisation can survive without.

The first of these is people. No matter how streamlined or effective an organisation's systems, processes and procedures may be, it is only through its people that it can deliver performance, productivity, creativity and customer service. For this reason, becoming a leader must include mastering the interpersonal and relationship skills that enable us to engage and inspire others.

The second thing is change. Organisations are no more islands than individuals, and the forces of competition, technology, social and culture change impact on us all. It is not today we need to be ready for, but tomorrow: this is the true challenge of leadership, talent management and organisational design.

At ASK®, we are committed to accelerating your success through your people. If our clients are to prosper, it is our responsibility to guide and support their managers and leaders, both new and established, in facing the challenges of leading change while continuing to inspire those they lead.

Since 1994, we have worked with global 'blue chip' private sector clients, privatised utilities and public sector organisations to deliver programmes and consultancy that combine high impact behavioural change with pragmatic performance improvement. We also offer specifically focused workshops and events that explore different aspects of what it takes to become a truly exceptional manager or leader.

But our real offer is our breadth and range of capabilities and experience. Our consultants, facilitators and coaches have helped organisations across the world to tackle challenges that include talent and performance management, culture change and leading virtual teams. To find out more, just turn the page...

ASK® works with leaders, managers and organisations to help you face the challenges of our times:

- **CHANGE** – we help organisations through complex change by delivering behavioural and organisational development
- **PERFORMANCE** – our coaching and programmes help leaders and managers improve performance by developing the attitudes, skills, knowledge – and ultimately the behaviours – of their individuals and teams
- **TALENT** – we help organisations to grow and thrive by working with them to assess, select and develop tomorrow's leaders.

These strands of our work encompass many more specific areas:

- Organisational development
- Cultural and behavioural change
- Leadership development
- Talent management
- Executive coaching
- Executive assessment
- Performance management
- High-performance teams
- Psychometrics and 360° feedback

All our programmes and interventions are underpinned by our *Engage, Learn and Transfer* approach that demonstrates our commitment to making sure the changes we help to bring about are sustained once an intervention is complete.

Whether the change you need to make requires a skills workshop, coaching sessions or a custom-designed blended learning programme, we can help. But before we do – and while we do – we never forget to ask questions. Because the biggest single thing we help you address is you.

ASK®

DO

## CHANGE

Change is a constant. There are many models and frameworks, but one essential issue: what must leaders and managers do to help colleagues let go of certainties and face doubt and ambiguity?

### LEADING CHANGE

We apply industry-standard models and change diagnostics to local requirements, enabling leaders to understand their strengths and development needs.

### ORGANISATIONAL DEVELOPMENT

Our OD approach provides a dynamic framework that responds as changes unfold, so leaders and internal champions can make the benefits visible.

### CULTURE CHANGE

Changing structures, processes and systems is not enough: changes in behaviour and attitudes require encouragement and reason.

### TRANSITION COACHING

ASK® coaches leaders in their First 90 Days to help them clarify personal strategy, build relationships and change their actions and behaviours.

### EXPERT TO LEADER

Leadership is not simply about 'knowing more'. Our interventions help to ensure that the promotion from 'expert' positions is successful for both individual and organisation.

# YOU NEED...

## PERFORMANCE

Whether our solutions are delivered as leadership development programmes, or as one-to-one or team coaching, we are always clear about the required improvement.

### LEADERSHIP DEVELOPMENT

Our solutions blend focused learning, assessment, skills development, workplace support and rigorous evaluation for sustainable learning transfer.

### LEADING PERFORMANCE

Performance Management is a process, not an event. Our ASK® Performance Improvement Model, along with workshops, 360° feedback, simulations and psychometrics, delivers sustainable productivity gains.

### COACHING

Whether for Board members, executives, or women leaders, ASK® coaching is business-led to enhance individual and organisational performance.

## TALENT

While assessment is a critical first step, effective talent strategies embrace many disciplines – including development, deployment and retention – to ensure the right people are in the right place at the right time.

### EXECUTIVE ASSESSMENT

We draw on 20 years' research and practice in assessment centre design to deliver rigorous, accurate measurement of talent, potential and fit.

### TALENT ASSESSMENT

We help clients assess talent by looking beyond performance to explore behaviours, learning agility, experience, values and potential derailers.

### TALENT MANAGEMENT

We help our clients answer questions about their people. Do their attitudes towards self and others align with organisational values? How can they develop the required behaviours? Do they have learning agility?



\* The real benefits of learning are realised when new skills, knowledge and behaviours are embedded and turned into great performance

# ENGAGE, LEARN AND TRANSFER

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Each of our development programmes is customised to meet your specific needs, but they share a consistent foundation – *Engage, Learn and Transfer*.

## ENGAGE

Teaching is easy. Learning can be tough. But changing behaviour takes courage, time and a lot of effort: fewer than 4% of us succeed unaided. For the rest, the personal costs of trying to do something differently and better loom large while the benefits appear distant and uncertain. So why do we assume that learners will motivate themselves? And why don't we do more to help them prepare for their change journey?

ASK® programmes typically begin six weeks before the learning experience, with a project designed to inform and motivate the stakeholders critical to long term success. Moreover, we create a coalition of senior and line managers, L&D and HR practitioners, all committed to creating an environment where new capabilities are put to work.

## LEARN

The 70:20:10 organisational learnscape is more likely to feature on-demand digital delivery and informal workplace learning than traditional tutor-led training. But to realise the benefits of this blended approach, two challenges must be overcome.

Less than 20% of formal training course content finds its way back to the workplace in the form of new and more effective behaviours. This learning transfer problem has long been known to L&D professionals

## A small selection of our clients

but little progress has been made: while well-researched solutions exist, they depend mainly on line managers for implementation.

Informal workplace learning, on the other hand, is currently largely unmanaged. In many organisations, it drops into the organisational gap between L&D and line management. Each expects the other to orchestrate such elements as mentoring, projects, assignments and secondments – and to ensure new capabilities are applied in a way that improves performance when the learning experience is over.

### TRANSFER

All too often, when the familiar world of learning comes to an end, learners find themselves abandoned. Fellow participants melt away, trainers move on to new projects, and line managers have other priorities.

This is when the supportive coalition created during the engagement activity can really make a difference. To encourage their participation, ASK® has developed job aids and tools to guide the efforts of line managers, mentors and learning sets. We also provide a range of workplace-based services, such as Executive Coaching and our Continuum Personal Development Mentoring package, to supplement the coalition's work and help learners to plan, implement and extract the maximum benefit from their training.

There are many valid reasons for investing in your leaders' development, but we start with the assumption that a desire to improve your organisation's performance is foremost. Evidence would suggest that the odds are stacked against such an outcome – unless you *Engage, Learn and Transfer*.

MAKE IT STICK

**DFID** Department for International Development

**SIEMENS**

**ATKINS**

**NXP**

**First**

**Allianz**

**gsk** GlaxoSmithKline

**HM Revenue & Customs**

**METROPOLITAN POLICE**  
TOTAL POLICING

**SAINT-GOBAIN**

**mace**

**BENTLEY**

**DWP**  
Department for Work and Pensions

**The Guinness Partnership**

**pwc**

**Invesco**

**Infineum**



To read about our full range of services from 1:1 coaching to major organisational change programmes, case studies of our work, and profiles of our consultant team, why not visit [askeurope.com](http://askeurope.com)



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