

Stellar Leadership Company Profile

Contents

Introduction and Overview	3
Core Services	3
Knowledge Bank.....	3
Contact Details	3
Meet the Stellar Team	4
Typical Range of Assignments	6
Track Record	6
Experience in Programme Management	7
International Work.....	8
Our Service Standards	8
Unlocking Leadership	11



stellar / adj **1** relating to a star or stars **2** relating to or featuring star performers [late Latin *stellaris* from Latin *stella* stars.

Introduction and Overview

Stellar Leadership is a company dedicated to unlocking leadership. We believe that everyone has the potential to become a better leader. We offer leading edge interventions based on the following core services.

Core Services

We have a core team of leadership specialists who offer a range of services including:

- **Unlocking Leadership** development programmes
- **Strategy Review Workshops** with directors and management teams
- **Governance Reviews** and board development
- Designing and implementing **Performance Management** systems
- One-to-one **Coaching** for leaders and managers
- **Team Development**, to improve team performance
- Institute of Leadership and Management (ILM) **Accreditation**

We provide a rich learning experience that draws on a combination of facilitated workshops, access to online learning resources, guided practice and one-to-one coaching.

Knowledge Bank

Our online Knowledge Bank includes a set of multi-media resources designed to support delivery of the Unlocking Leadership Programme. The Knowledge Bank includes a full range of articles, diagnostics, notes and audio-visual presentations to help your people learn more about how to become a better leader. Our diagnostic tools will help your people to gather feedback on how they perform as leaders. They will learn more about themselves and will be guided in developing an Unlocking Leadership Development Plan to improve their personal performance.

The Knowledge Bank includes easy-to-use self-assessment feedback tools such as our Unlocking Leadership Questionnaire, Team Health Check and Employee Climate Survey.

Contact Details

If you would like to talk to us about any of our services, please contact Richard O’Rawe as follows:

T. 0044 28 9094 1694

M. 0044 7525 234 311

E. info@stellarleadership.com

W. www.stellarleadership.com

Stellar Leadership Ltd
401 City East
68-72 Newtownards Rd
BELFAST
BT4 1 GW

Meet the Stellar Team

Listed below are the core team members who make up Stellar. For each assignment we put together a talented and experienced team to match our client's requirements.

Richard O'Rawe



Richard O'Rawe is the Managing Director of Stellar Leadership. He specialises in leadership, strategic planning and performance management.

In 2004, after twelve years as Managing Partner of professional services firm, Venture International Ltd, he developed the Unlocking Leadership programme based on research into best practice in leadership in a knowledge-based economy.

He was formerly a regional manager in the public sector, specialising in strategic planning and communications. A graduate of the University of Ulster he has completed postgraduate management studies at the University of Ulster and at Henley, the Management College in England. He has an MSc in Executive Leadership.

In 1988 he was awarded a Postgraduate Diploma in Housing Management and in 1991 he completed the PSTC Leadership Challenge, an initiative for rising middle managers in the public sector. In 1993 he was awarded a Postgraduate Certificate in Business Strategy.

As part of his work with the International Fund for Ireland he was invited to study community economic development in the United States under the US State Department's Distinguished Visitor Programme. Richard has worked on EU-sponsored enterprise and management development assignments in Denmark, Ukraine, Russia and Zambia. Having managed a leading enterprise agency on behalf of the EU, he facilitated the establishment of enterprise development agencies in Kiev, Ukraine and St. Petersburg in Russia.

He is actively involved as a volunteer. He is chair of the £40m Connswater Community Greenway Project in East Belfast and he is Chair of Audiences NI, an organisation set up by the Arts Council to promote audience development.

Mena Wilson



Mena Wilson manages Unicorn Consultancy, the leading centre in Ireland for the delivery of leadership programmes accredited by ILM.

She is a member of the Institute for Personnel and Development and has recently completed some new and revealing research on the question of transfer of learning.

In the last 12 years Mena has worked extensively in the development and delivery of Management and Leadership Programmes at a number of levels. She has specific expertise in the theory and practice of leadership; understanding, leading and motivating teams and leading people using interpersonal and coaching skills.

Informed by her research, she is focused on ensuring the needs of both the organisation and individuals are met through agreeing a model of transfer of learning from training to the workplace.

Mena began her career in the social work and social care field and has worked across a range of sectors including the voluntary and statutory.

Frank McGlone



Frank McGlone has been involved in business and organisational development for almost twenty years. In that time he has worked with some of the largest businesses located in Ireland.

As well as being Chairman of a number of companies, he has been involved in facilitating, developing and implementing strategies for many large organisations including a US owned manufacturing company with a \$1 billion turnover in Europe. He is also retained by a number of UK and Irish based companies and organisations to provide ongoing support and advice, some of these for over 15 years.

Frank has worked closely with Boards of Directors and has coached Senior Executives in the implementation of strategies and managing in difficult trading environments.

In addition, he is a shareholder and Director of a number of businesses with net assets worth more than £5m.

Frank has been involved in delivering training and providing mentoring support to participants on a number of programmes for the past ten years and has an in-depth understanding of the organisational development process and in developing workable growth strategies.

Joy Allen



Joy Allen is a Business Studies graduate with postgraduate qualifications in leadership, marketing and education, and with extensive experience of leadership, leadership development, and governance.

Joy has designed and delivered several unique programmes for the Hastings Hotels Group, including:

- Emerging Leaders Programme
- Coaching for Success
- Managing for Peak Performance

Joy's main interest is the relationship between governance and management. She is currently a Non-Executive Director of the Belfast Health & Social Care Trust (the largest of its kind in the UK) and of a family construction business.

She is also a board member of The Fostering Network (UK) and Simon Community (NI). She has designed and delivered governance training for a range of public and voluntary organisations.

Previously, as Director of the Association of Chief Officers of Voluntary Organisations, Joy led a professional team which provided personal and professional development support for a network of 150 voluntary sector leaders. Programmes included:

- Leading Change – a 6-day leadership development programme
- Mentoring to Achieve Potential – cross-sectoral leadership mentoring
- Fast Track – a leadership coaching programme

Typical Range of Assignments

Our work involves a range of assignments that can be broadly categorised as follows:

- Leadership audits to establish a baseline measure before embarking on a development programme
- Advice to organisations on leadership and management development
- Restructuring of senior management teams (roles and responsibilities) in larger organisations
- Team building and team development work at senior and middle management levels
- Coaching and mentoring services for senior executives and middle managers
- Facilitation of strategic reviews at corporate and business unit levels
- Accredited management training leading to recognised academic and/or professional awards
- Short-course leadership and management development programmes to meet immediate needs in specific subject areas

Selection of Previous Clients

Richard O’Rawe, Managing Director of Stellar Leadership, has worked with the following organisations on leadership and management development:

- Almac Group
- Bank of Ireland
- Department for Employment and Learning
- International Fund for Ireland
- Invest N.I.
- NICVA
- Schlumberger
- Northern Health & Social Care Trust
- University of Ulster.

Track Record

A summary of previous achievements is presented below. This illustrates the diverse range and scope of work managed by Richard O’Rawe, Managing Director, and his team. They have:

- Supported 500 individuals from 100 community-based organisations through a Community Leadership Programme
- Designed and delivered the Unlocking Leadership programmes for 60 industry managers in three cohorts at MSc level
- Coached senior managers in two Dublin-based national agencies
- Aided/Instructed 160 health sector managers in completing an ILM Award in Leadership and 40 senior managers in completing a Performance First programme in

which they gained an Advanced Diploma in Management Practice award from the University of Ulster

- Facilitated the development of a corporate planning and performance management process with 13 of 26 District and City Councils in N.I.
- Developed social and economic infrastructure plans for 15 urban and rural neighbourhoods with capital investment of over £20m
- Produced a report on capacity building in North Belfast, unlocking annual investment of £3m for people in the area
- Delivered a New Horizons programme to develop the employability of 100 recently unemployed managers
- Designed and delivered Involving People, a management programme for over 100 managers and team leaders working in the health and Wellbeing sector
- ILM accredited Effective Leadership and Management (ELM) programme for 45 managers from voluntary and community sector organisations
- Developed and managed a £1.3m national Community Leadership programme over a five-year period - 400 community organisations from across Northern Ireland and the Border Counties completed the programme
- Designed the Arts & Business Link Initiative, a bespoke leadership and management development programme for managers in over 100 organisations within the creative industries sector.

Experience in Programme Management

Members of the Stellar team have, in the past, been involved in and taken the lead on contracts to manage a range of leadership and management/organisational development programmes on behalf of sponsoring organisations. These have included:

Programme	Client / Sponsor
Unlocking Leadership	Private Companies District Councils
People Improve Performance	Local Government Training Group
Involving People	NHSCT/NIFHP/SEHSCT
Management Development for the Agency for Development of Enterprise, Kiev, Ukraine	European Commission
Management Development for the St Petersburg SME Development Foundation	European Commission
Community Leadership Programme	International Fund for Ireland
Leading Ways	National Youth Council for Ireland/Youth Work Ireland

Programme	Client / Sponsor
New Horizons Programme	DEL
Elmwood Programme	DEL
Performance First	Invest NI
New Perspectives: Local Economic Development Programme	European Commission / Local Government Training Group
New Prospects: Working in Partnership	NIPB
Arts & Business Link Initiative	A&B/Invest NI/DCAL

International Work

The following table highlights work undertaken internationally.

International Work
<ul style="list-style-type: none"> ■ Set up a national SME Development Agency in Kiev, Ukraine ■ Established a Business Advice Centre in Crimea ■ Developed a sustainability plan for the St Petersburg Agency for SME Development ■ Managed a Leadership and Knowledge Management module for the British Council in Zambia ■ Wider Horizons management employment programme in Denmark ■ Study of Community Economic Development projects in the US ■ Advice on Integrated Local Strategies and Partnership Working to Regional Administrations in Nizhny Novgorod in Russia.

Our Service Standards

We want our relationship with clients to be based on confidence and trust. Our commitment to clients is that our people will be easy to contact, quick to respond, competent in their work and courteous in their manner.

We are totally committed to delivering high quality work that meets clients' needs, within budget and on time. We believe that this will create customer satisfaction and secure future business.

Written proposals to clients, whether in response to formal terms of reference or based on a one-to-one client briefing, will specify the following:

- A named assignment team leader and assignment team members including specified roles, responsibilities
- A project plan with details of the actions needed to complete the assignment and key stage target dates
- Details of exactly what you can expect from us and indeed, what input we might require from you
- An unambiguous statement of outputs and outcomes to be expected from the assignment
- A clear indication of fees and expenses (net and gross) including when invoices will be issued

In our approach to assignments we will work to high quality standards. In particular, in our leadership and management development work, we will:

- Use Accelerated Learning Pathways that take account of prior learning and your priorities for learning – we do not churn out one-size-fits-all programmes
- Design a blended learning mix to cater for a range of learning styles, make learning more enjoyable and increase the chances that it will be remembered and used
- Focus on the transfer of learning into the workplace so that learning is seen to be put into action, achieving practical results for the individual and their organisation
- Use modern and up-to-date techniques and well presented materials
- Ensure that course materials are tailored for each programme and made relevant and appropriate to your particular needs
- Employ highly interactive training, which involves participants in discussion, and practical learning experiences that conclude with personal action plans for participants
- Provide course materials in both hard copy and electronic formats, including web-based hosting



Selection of Previous Clients

Antrim Local Strategy Partnership
Arts & Business
Belfast City Council
Belfast Regeneration Office
British Council
Business Development Services/DFP
DETI
Derry City Council
Dublin Institute of Technology
Department for Social Development
European Commission
Groundwork NI
Irish Times Training
Lisburn City Council
National Youth Council for Ireland
Newry & Mourne District Council
NK Fencing
North Belfast Community Action Unit (OFMDFM)
Northern Ireland Housing Executive
Northern Investing for Health Partnership
Phoenix Contact
Simon Community NI
SOCITM
Special EU Programmes Body

Unlocking Leadership

Unlocking Leadership is our flagship leadership programme. It is based on the principle that everyone has the ability to become a better leader and that becoming a leader ultimately means getting desired results for the organisation.

We believe that leadership can be learned, but only if a desire to learn is ignited and sustained within a person. Our emphasis on action learning means that we always strive to make learning content relevant, practical, challenging and rewarding for individuals.

New leadership practices are best learned through a guided process of:

1. Understanding what leadership is and what type of leader you want to become
2. Getting feedback on your current leadership practice and patterns of behaviour
3. Committing to a leadership development plan that will help you to become the leader you aspire to be
4. Experimenting with new behaviours, emotions and ways of thinking
5. Practicing new learning so that it becomes your new pattern of behaviour
6. Developing trusting relationships with people who can provide you with regular feedback to reflect on.

Leadership is about Influence

“Leadership is an active, influencing relationship among leaders and followers who intend real change that will result in the achievement of objectives held in common.”

Five Fundamentals of Unlocking Leadership

Unlocking Leadership aims to provide some form of coherent support to emerging leaders; it is therefore designed as an approach to leadership development that involves five fundamentals that, if addressed, will help emerging or lapsed leaders to unlock leadership in themselves.

In Unlocking Leadership we strive to provide each individual with the fundamentals they need to address to become an effective leader. The five fundamentals for unlocking leadership are as follows:

- **Personal Qualities**
demonstrating integrity, competence, decisiveness and behavioural flexibility
- **Positioning**
knowing and understanding the context of the internal and external environment
- **Purpose**
articulating a clear mission, vision, set of values and strategy
- **People**
engaging, motivating, empowering and supporting people
- **Performance**
planning, making things happen, reviewing and getting results.

These fundamentals are not frozen; rather, they are in constant motion. They are affected

by the internal and external context in which they exist. Context is created by ever changing environmental forces. Leaders can, to some extent, influence external forces, but mostly they can only act in response to the external environment they face. They can, however, more easily influence the internal environment and therefore the culture and climate of the organisation or team they lead. This interplay is illustrated in Figure 1.

Figure 1: Five Fundamentals of Unlocking Leadership

