

‘Taking a Lead’ – a Leader Development Programme

Outline

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Introduction

The importance of a psychologically healthy workforce.

The most successful organisations in the World have a positive work culture, one that triggers within its workforce the factors that contribute to high level performance, if not peak performance, for most of the time.

Performance

These factors are **concentration, responsibility, motivation and enjoyment** embedded in each person in the workforce.



Concentration

The ability to think carefully about something we are doing and nothing else

Responsibility

An obligation, for which we are personally accountable, to ensure we think and do things in the best interests of other living creatures including people!

Motivation

The marriage between us being open to being enticed by something (someone) and something (someone) enticing us.

Enjoyment

A feeling of pleasure derived from something that is beneficial to us, making us feel good.

A highly successful business needs to cultivate a culture that triggers and strengthens these factors in each person in the workforce.

From the individual's perspective, most want to be psychologically well and safe

Concentration, responsibility and motivation are also contributions to psychological wellbeing and safety¹.

¹ Psychological safety is about the individual feeling able to express him/herself without any sense of humiliation, bullying or any form of attack against the person's self-esteem. This means being able to have a clear mind, absent of workplace anxieties. Still further, people like to have a strong sense of psychological wellbeing; a sense of satisfaction with life. Most people also wish to belong to something; to have a strong bond. The factors that contribute to this state are part of the development programme.

Psychological wellbeing

Psychological wellbeing is about how we feel, not about how we are.

We can be suffering any form of physical ill health, for example, but feel great!

If we feel psychologically well, we can concentrate, take responsibility, be motivated and enjoy what we are doing. It is difficult to be able to do these things when not feeling psychologically well.

There are four factors that are the basis of psychological wellbeing. They are **self-esteem, self-efficacy, motivation and mental control**

Four pillars of psychological wellbeing and resilience



Self-esteem: what we think of ourselves; self-worth.

Self-efficacy: a sense of determination we can do anything we put our mind to doing.

Motivation: The marriage between us being open to being enticed by something (someone) and something (someone) enticing us – as before.

Mental control: having clarity of mind with no uncontrollable diversions

A workforce that is triggered to feel psychologically well grows in confidence.

When confidence is combined with a strong motive to contribute and engage with work and the organisation that provides it, the pathway to achieving great success is open to all.

How is this achieved?

The culture of any organisation is created and reinforced by its workforce.

The tone and overall direction are established by leaders who put in place, by their behaviours, examples and actions, the triggers that their followers pick-up and adopt. Leaders are role models.

Followers adopt cultural norms when those norms align closely with their own idea of the culture they like to work within.

This is associated closely with values. Values are drivers. If the cultural values of the business are closely aligned with those of the workforce, the workforce responds positively and becomes strongly engaged. Essentially if the workforce finds a workplace and work mates that trigger a strong sense of satisfaction and wellbeing, they don't want such an environment to disappear.

This is how the culture adds to the resilience of the business. The workforce will see threats as challenges to overcome to prevent threats from taking away their working environment as well as their livelihood.

There is no reason why an organisation cannot provide everything to make a working life a satisfying and stimulating experience. MAS has the aim of making the workplace 'a fabulous place to work', so great that 'people get out of bed and run to work'.

This is achieved by leaders setting the tone and applying the appropriate triggers for followers to adopt.

'Taking a Lead' - The MAS Leader Development Programme in outline.

(please note that the programme for each organisation is based on a brief provided by that organisation and discussed with MAS to ensure expectations are met)

MAS approach

The design of the programme provides for the application of skills, knowledge and experience (SKE) into practice; testing the efficacy of the SKE when applied; modifying the application where necessary; and embedding the SKE as habit.

Every leader is different. Yet the business requires an aligned and completely integrated set of principles that each leader follows. It is this combined approach to leadership that sets the tone for the workforce to follow.

Individual interpretation of the principles by each leader is something to be explored in the programme.

An aim of this programme is to encourage participants to think. Almost all aspects of the programme are challenging. If it was easy, everything would be in place already.

The purpose of a leader

The purpose of a leader **is 'to guarantee the workforce is in perfect working order, knows where it's going and knows how to get there'.**

The engine of any organisation is its people, and they should be the primary concern of leaders.

Processes need managers; people need leaders.

The workforce needs to be in perfect working order. This means being able to concentrate, be responsible for future success and highly motivated to achieve success for the business.

Clearly, the workforce needs to know where it is going. This means having a vision for the business and a strategy for its achievement.

The workforce also needs to know how it will implement the vision and strategy. This is a matter for good and effective management under the direction of leaders. **Developing a vision and strategy is not covered by this programme.**

The focus of the MAS programme is on guaranteeing the workforce is in perfect working order.

Underpinning principles of the programme

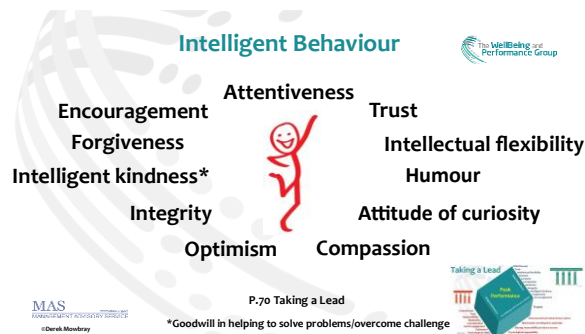
1. Everyone in the workforce is of equal value to each other in achieving success for the business.
2. Sharing responsibility for the future success of the business with everyone in the business
3. The combined kaleidoscopic intelligence of the workforce is greater than that of its leaders (and managers).
4. Processes need managers; people need leaders.
5. All failures are successes waiting to happen, if you don't repeat the failure more than once.
6. All ideas are good ideas; some may not be timely or appropriate
7. Strategy of conviction **not** strategy of imposition
8. Status power **not** coercive power

Part 1 – the leader, the person, skills and behaviours

If you know yourself well, you will understand others better.

- What is the purpose of a leader?
- What type of power produces high performance? How about polyarchy?
- How do you use the power of reciprocity?
- How do you feel about everyone being of equal value to each other in achieving success for the business regardless of their role?
- How do you feel about the fact
- How do you feel about the fact that the combined kaleidoscopic intelligence of the workforce is far greater than yours? Do you rely on that intelligence for your success and that of your organisation? What is your primary skill as a leader? Are you introvert or extravert? What constitutes your personal level of success and happiness, the proxy for survival? Who are you and what makes you who you are? How has your background influenced your attitudes, beliefs, and perspectives today?

- Experiences self
- Skills self
- Interactive self
- Relationships self
- Capital self
- What are you like as a leader?
- Are you psychologically healthy and well?
- Are you emotionally intelligent?
- Are you a fabulous leader?
- What does your team make of you?
- Are you a resilient person?
- Are you stressed and do you become stressed easily?
- What are your personal values and do they influence your role as leader?
- What are your ethics?
- What are your behaviours you should be thinking about and enacting?
- Do you know what Intelligent Behaviours are?
- Do you know how to persuade others?
- Who are your followers?
- What do different generations expect?
- Who are your judges? How do you respond to them?
- How will you deal with an emerging leader?
- How will you guard against
 - Groupthink
 - Unconscious bias
 - Breaking the psychological contract?



Part 2 – tasks to guarantee the workforce is in perfect working order

If you provide the workforce with psychological wellbeing, the workforce will provide you with performance.

- ✓ What is the purpose of the business?
- ✓ What is the purpose of your team?
- ✓ What is the vision for the business?
- ✓ What is the vision for your team?
- ✓ How do you split your manager and leader roles?
- ✓ What does an outcome focused and values driven culture look like?

Outcome from a Wellbeing, Resilience and Performance Culture

Does your team and wider organisation have?:

Purpose that is clear and unambiguous, expressed as a simple 'big idea', an idea which all staff relate to closely, and are proud to discuss with friends and colleagues

Atmosphere that uses the combined intelligence of the workforce by sharing **responsibility** for the future success of the organisation, where all staff are encouraged to think **independently**, are **attentive** to each other, are kindly and supportive of each other, and act with **compassion**.

Behaviour that is **respectful** towards each other, value each other's views and opinions, work in teams which are places of mutual support, where anything is debated without a hint of humiliation, where the critique of individual and team work is welcomed, discussed and where lessons are learnt and implemented

Staff who project a **confidence** towards clients and customers, who 'go the extra mile' by providing unsolicited ideas, thoughts, stimulate each other, and where their interest in their customers offers something more than is expected beyond **courtesy**, and beyond service, offering attentiveness and personal interest

Leaders and managers who extract the best from their workforce by **challenging** their staff, providing opportunities for personal development through new experiences, and who treat everyone with **fairness** and **understanding**.

An organisation that is driven by its **values** towards organisational and personal **success**, Intellectually, financially, socially and emotionally.

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- ✓ What are the cultural values that you and your team want to work within?
- ✓ How will you ensure these values are maintained and regularly reviewed?
- ✓ What are the team and corporate values that you and your team wish to work within?
- ✓ How will you ensure these are maintained and regularly reviewed?
- ✓ What are your and your team's ethical values?
- ✓ How will you ensure the ethics are applied in practice?
- ✓ How do you ensure everyone in the workforce is of equal value to each other, regardless of their job, in achieving success for the business?
- ✓ How are you going to motivate your team?
- ✓ What are the benefits of sharing responsibility for the future success of the business amongst everyone in the workforce?
- ✓ How will the cultural imperative of sharing responsibility for future success amongst your team be applied in practice? For example:
 - Responsibility for the whole organisation, not just your part of it
 - Unsolicited sharing of resources
 - Job shadowing
 - Empowering your team
 - Critical appraisal across the entire organisation to be encouraged
 - Rewards for corporate success
 - Sharing ideas across the entire organisation
 - Eliminating elephants in the room
 - Critical appraisal as normal behaviour
 - Encouragement of raising difficult and controversial issues
 - Encourage difficult issues about you as a leader
 - Delegate adaptive challenges by making yourself dispensable
 - Encourage doing more than job description
 - Support others to tolerate ambiguity and uncertainty
 - Constantly give away your work to others
 - Reflect on successes and failures
- ✓ What are the challenges just over the horizon?
- ✓ What are the benefits of Psychological Responsibility?
- ✓ How will the cultural imperative of Psychological Responsibility be applied in practice?
- ✓ How will you create a psychologically safe working environment for a workforce that is diverse, multi-talented and multi-ethnic?
- ✓ How will you implement Intelligent Management practises? For example: establishing mutual expectations between everyone in the workforce?
- ✓ Would a Charter of Psychological Wellbeing, Safety and Performance be helpful?

Delivery

The structure of each session is designed to answer the questions set out in the previous section.

For any new idea to be applied into practice and become a habit it must be reinforced at least twice after the initial exposure.

With the exception of session 1 -
Every session is as interactive as time allows.

Every session will contain exercises to bring home the ideas under discussion.

Every session will have some humour to it.

Each session is supported by a Guide and Handbook with space for notes and scribbles, as well as containing detailed explanations, diagrams, and questionnaires.

Sessions are also social experiences. Time will be made to enable participants to chat and be as relaxed as possible.

Most people can concentrate for about 50 minutes, then need a break. A break or two will be introduced into each session.

Session 1 – Raising Awareness session (1 hour) Remote

Delivery of the outline to the programme.

Purpose: to raise awareness of the programme to come. Initial exposure to the main ideas.

Part 1

Session 2 – Leader identity (3 hours)

This session requires prior working. Completion of questionnaires. Feedback in session.

Purpose: To define the purpose of a leader; to describe the foundation principles (type of power) upon which leader style and approach is adopted; to define and apply the foundations of peak performance, to explore individual characteristics; and discover the extent to which participants have already acquired leader characteristics and either develop or reinforce those characteristics in participants.

Outcome: Participants are introduced to the use of status power (instead of coercive power) using the strategy of conviction because everyone is of equal value to each other in achieving success for the business. No one is of greater importance than anyone else. Therefore, everyone must be treated with equal respect for their observations, comments, critiques, ideas and achievements. This means the elimination of any threatening behaviour and the start of a psychologically safe environment, where team members feel confident to offer up ideas, and critiques to ensure tomorrow is going to be better than today. The session delves into the characteristics of the participants and discovers the extent to which each already possesses the characteristics of an effective leader adopting what is called an adaptive approach.

Follow-up Session 2

Participants to reflect on session 2 and go through the session again in their own time, and report back their observations and comments at the next session.

Session 3 – Leader behaviour development (3.5 hours)

Purpose: to introduce and practice Intelligent Behaviours and Persuasive Behaviours.

Outcome: Participants are introduced to the behaviours required from leaders to create the positive working environment that achieves high and peak performance. These behaviours focus on understanding followers and their need for support and encouragement. The processes involved help to sustain high levels of motivation and reduces the risks of adversities that may have a negative impact on followers.

Participants will understand how their own behaviours positively/negatively influence the drivers of peak performance.

Embed positive behaviours into their own leadership 'brand'.

Follow - up session 3

Participants are asked to constantly practice the behaviours at home and at work, and to feedback at the beginning of the next session how they are progressing.

Session 4 – Leader potholes (3.5 hours)

Purpose: to discuss and explore the various potholes that can reduce the effectiveness of being a leader, such as the psychological contract, poor interactive behaviours, groupthink.

Outcome: Participants are alerted to how their behaviour can deteriorate into those that inhibit the open engagement of their followers and reduce their level of commitment – basically undermining everything the programme is designed to achieve.

Follow - up session 4

Participants are asked to review the content of session 4 and feedback at the next session

Part 2

Session 5 – Purpose, vision and values (3.5 hours)

Purpose: to introduce and explore the triggers for a positive working environment. In this session we cover purpose, vision and values.

Outcome: this starts the process of strengthening commitment, trust and engagement of the workforce with the organisation and their own teams. Expressed in specific ways, the factors being discussed provide the envelope within which people work, feel safe to fully engage, and confident to commit their energy, effort and resource into making the business a great success.

Follow - up session 5

Participants are asked to apply the contents of this session to their own teams, and to feedback at the beginning of the next session

Session 6 Sharing Responsibility (3.5 hours)

Purpose: to introduce and explore Adaptive Leadership using the principle of Sharing Responsibility for the Future Success of the business amongst everyone in the workforce.

Outcome: Participants understand how effective it is to share responsibility for success amongst their teams. They understand this isn't simply dogma, but a real benefit as they tap into the

intelligence of their followers to help improve the way in which the business delivers its purpose. Participants know what they need to do to implement sharing processes.

Follow-up session 6

Participants are asked to start applying this principle to their teams and to feedback at the next session

Session 7 – Psychological Responsibility and Intelligent Management (3.5 hours)

Purpose: to introduce and explore the principle of Psychological Responsibility; to introduce and explore Intelligent Management. In this session we cover your own psychological wellbeing and the need to ensure the environment is psychologically safe, and that no stigma is attached to anyone who raises their psychological concerns. We also explore that application of the cultural principles into everyday management type activities as a positive work culture places a different slant on routine activities.

Outcome: Participants understand what constitutes psychological wellbeing for each team member, and therefore able to monitor the levels of health and wellbeing to ensure the team sustains a high level of working order. The session amplifies the benefits of being a psychologically safe place to work, so that anyone feeling unwell is not inhibited from saying so and receiving the appropriate support, rather than trying to continue to work but under-performing in the process. The session translates the cultural envelope into daily tasks and activities, so participants develop a different approach to routine within the positive cultural environment.

Follow-up session 7

Participants are asked to apply the contents of session 7 to their teams and to feedback at the beginning of the final session.

Session 8 – Wrap up (3.5 hours)

The programme is presented again in abbreviated form with greater opportunity for audience participation about how the programme is being implemented across the organisation.

Timetable

Ideally, delivery should maintain momentum but allow participants time to digest the content and start implementation.

Administration

The administration of sessions is a matter for my client. This involves arranging dates for sessions, informing participants and arranging the availability of a suitable room.

My client should make available suitable projection facilities. MAS will provide a laptop computer. Any refreshments are a matter for my client.

Derek Mowbray PhD., CPsychol., FBPSS..

The whole programme is delivered by Derek Mowbray.



Derek Mowbray is the Director of the Management Advisory Service (MAS) and a leading expert in organizational health and well-being. With a background in psychology, particularly in the fields of behavioural and occupational health, Derek has dedicated his career to fostering psychologically healthy work environments. His approach emphasizes the importance of positive leadership and the creation of resilient workplaces that support both employee well-being and productivity.

Derek is widely recognized for developing the The WellBeing, Resilience and Performance Agenda, a framework that guides leaders in creating trust-based, supportive, and empowering workplaces. His expertise lies in helping organizations prevent stress-related issues by implementing strategies that enhance autonomy, engagement, and team cohesion.

As a consultant, coach, and speaker, Derek has worked with a diverse range of clients, from large corporations to public sector organizations, advising on leadership development, cultural change, and mental resilience. He is also a prominent advocate for mental health in the workplace, blending his academic knowledge with practical solutions to address modern work challenges.

Derek's work at MAS reflects his mission to not only improve individual well-being but also to boost organizational performance by fostering environments where employees thrive.

Derek's expertise in leader and leadership is derived from being a chief executive of several organisations in different sectors, including those he has established, as well as a PhD in the psychology of a leader.

Cost

The cost includes:

All materials – a copy of 'Taking a Lead'; handbook for each module; copies of all questionnaires, copy of slides in the material.

All expenses – travel and accommodation; set-up costs.

Preparation time. Delivery. Follow up support.

Optional: mentoring sessions for each participant over the duration of the programme.

50% of fees are payable upon agreement; the balance is payable immediately on conclusion of the programme.

Contact

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