

ASK®

LEPP BUSINESS SIMULATION

Leading Edge Paper Products



building the *openness* and *trust*
that enables the best decisions

UNASHAMEDLY
BUSINESS
PASSIONATELY
PEOPLE

INTRODUCING LEPP

DOES ANY OF THIS SOUND FAMILIAR?

- Operating divisions that face very different challenges
- Investment possibilities that are dependent on deciding the best future markets
- A changing trading environment, with shifting consumer demands and regulatory requirements
- Options to centralise or localise cross-group functions
- Innovation issues in products or processes
- Under-investment in R&D that would illuminate future strategic options
- Disparate audiences and product ranges that require different marketing or distribution strategies
- Complex choices in targeting of training investments

In situations like these, where strategic recommendations must be defined at a turning point in an organisation's history, it is crucial that senior managers can interact and work together effectively, building the openness and trust that enables the best decisions to be taken.

Without investing in your senior managers now, your organisation could face a critical leadership shortfall when facing its future. To meet this challenge, we have developed LEPP - the Leading Edge Paper Products simulation.

Your future strategic leaders are helped to develop in a safe, risk free environment where you and they learn more about how they work with others.

Many of the world's best known organisations have used the Leading Edge Paper Products Simulation to accelerate the development of their managers.

Leading Edge Paper Products Ltd (LEPP) is a – fictional – multinational paper manufacturing company. Prior technical knowledge is no advantage, as any necessary information is available within the simulation. Participants from different national backgrounds, sectors and industries have all recognised universal problems and challenges.

WHY LEPP?

The LEPP simulation provides the perfect safe setting in which to test participants' ability to work together in a pressurised environment while they interpret complex data, develop innovative solutions and build consensus around a detailed plan of action that will deliver improved customer service without compromising organisational KPIs.

The purpose of the simulation is to generate behaviour. Rather than being expected to role-play, participants are asked to be themselves in an unfamiliar organisation. Although the setting may initially feel strange, people slip quickly into their familiar and typical patterns of leadership and team working behaviours. They are closely observed and filmed throughout, allowing our facilitators to amass behavioural data to integrate with other information and feedback.



WHAT IS LEPP?

Combining performance improvement skills development, a complex and challenging business simulation and coaching, LEPP is designed specifically for organisational improvement.

At its heart is a three day residential event, with pre-event preparation and a subsequent follow-through process to support learning transfer and application. ASK® facilitators will work with you during the three day residential event.

LEPP HAS FOUR PHASES

- Phase One – pre-event preparation: completion of FIRO-B®, MBTI® and 360 degree feedback questionnaires, and 1:1 line manager discussions
- Phase Two – a three day residential event
- Phase Three – post-workshop goal implementation supported by telephone or face-to-face coaching
- Phase Four – 360 degree feedback re-survey, impact evaluation

The simulation gives participants the opportunity to absorb data relevant to their respective roles, interact with each other, make day-to-day leadership decisions, and shape future strategic direction.

Working in groups, they are encouraged to look in detail at how they handle information, work together and make decisions. Psychometric profiles are used to explore group process and individual needs and preferences, culminating in a powerful structured session of peer feedback.



HOW THE 3-DAY EVENT IS STRUCTURED

Your leadership team benefit from an environment designed to maximise interaction and learning opportunity. Activity is both observed and filmed, enabling our facilitators to provide rich feedback and allowing each participant to review aspects of their own performance.

Having completed online FIRO-B®, MBTI® and 360 degree feedback questionnaires, participants receive explanations of each element during Day 1, before breaking into smaller groups to review, digest and discuss their individual reports. You can choose either ASK's standard in-house 360 degree feedback questionnaire or a bespoke design. (Where time pressures or logistics are an operational issue, we can discuss offering this day at a different time.)

On Day 2, participants work in small groups as they take the roles of the senior management team of the different LEPP divisions, discussing options under time pressure and reaching group decisions that must be justified by the data given to them.

Day 3 is all about feedback. Your ASK® facilitator will skilfully link video-feedback of individuals' behaviour and activity during the simulation with their Phase 1 assessment reports. Participants have ample time to review and discuss their individual and team performance, as well as its workplace implications.

KEY FEATURES AND BENEFITS

KEY FEATURES

- A leadership business simulation
- Multiple complementary sources of feedback, including MBTI®, FIRO-B® and the 360 degree feedback report
- Coaching to explore learning outcomes and help participants integrate learning with 'real world' situations
- Skills development inputs on topics including leading change, goal and KPI setting, action planning, and influencing skills
- Post-event activities to facilitate rigorous transfer and application, including telephone coaching and line manager support
- 360 degree feedback re-survey completed nine months after the LEPP event

WHAT ARE THE BENEFITS OF ATTENDING?

Participants will:

- Gain insights into their leadership styles and impact
- Take away tools and techniques to improve others' performance
- Gain clear leadership goals and a support framework to embed new leadership behaviours into their normal way of working
- Learn how to create effective business networks
- Learn ways to adapt their leadership approach to make the most of other people's differing preferences and styles
- Be equipped with the knowledge and skills required to drive behaviours needed to support continuous improvement



THE PARTICIPANT EXPERIENCE

The quotes below are examples of the feedback we have received from LEPP participants:

"The understanding of how I work and my tendencies, backed by confirmation in video, was eye opening. Think this week will be a game changer for me."

"A really useful programme which provides excellent opportunities for individual reflection, feedback from numerous sources and content input from the facilitators and peers. The insights and feedback I received from my group was exceptional."

"A great, if confronting, experience. I felt healthily uncomfortable from day 1 - which was good because that feeling made me know I was close to reaching deeper answers."

"I was not prepared for enlightenment but certainly achieved it. I have definitely learned more about myself this week than I could have ever expected."

"I learned a great deal about not only myself but my co-workers around the globe and most importantly I look forward to bringing this to a real work environment."

"Most effective development program I've attended. I now have a clear idea of my development needs and I am committed to integrate what I've learned in my work responsibilities."



Where strategic recommendations must be defined at a turning point in an organisation's history and senior managers must interact and work together effectively, ASK's LEPP business simulation builds the openness and trust that enables the best decisions to be taken.

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