

Authentic Leadership

Working together with Diodes Incorporated

Diodes Incorporated is a leading global manufacturer and supplier of high-quality application-specific standard products within the broad discrete, logic, analogue, and mixed-signal semiconductor markets. Diodes serves the automotive, industrial, computing, consumer electronics, and communications markets.

At CQM Training & Consultancy, we are proud to be working with Diodes Incorporated, delivering our very own Authentic Leader L3 and L5 programme that we co-developed with our sister company Springboard Consultancy. We have enjoyed working with Diode's very talented teams, supporting their future leaders to develop the skills and behaviours to become more authentic leaders.

Following the latest Authentic Leader L5 training that incorporated ILM (Institute of Leadership and Management) certification we attended Diode's graduation event at their Oldham site. We thought this would be a brilliant way to capture and celebrate the success of their latest cohort.

Read on for some valuable insights into this training and the difference it has made within Diodes.



"I do think it is important that Diodes invests in leadership development because it benefits individuals by fostering personal and professional growth.

It also benefits the company by improving employee engagement and ultimately it contributes to organisational successes."

Ben Putelbergier,
Compliance & Improvement Lead

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Authentic Leadership

Organisational Perspective

- Katie Wainwright

Following Diodes Authentic Leader Celebration Event, we caught up with Katie Wainwright, HR Business Partner, to discuss Diodes requirements for this training and what the difference has been so far.

What were you looking to achieve before deciding on this training?

As a Business we discovered that we had discussed training for certain roles, however there wasn't a clear pathway for our middle managers. Therefore we wanted to create a training plan that would give them the tools and techniques required for their next role within their careers.

Why did you choose Authentic Leader?

Through working with CQM we were able to tailor the ILM courses to suit the needs of our organisation and also ensure our employees gained the relevant skills and knowledge that they needed.

How did you find CQM's approach?

The approach with CQM was great, the first meeting with Angela we were able to discuss the different modules available and what would suit our aims. The next stage of onboarding was smooth as the portal was easy to navigate. Angela's delivery is tailored to each of the employees to appreciate their learning styles and the feedback received on each of the assignments was both helpful and supportive to ensure the most was achieved throughout the sessions.

What differences have you noticed in the learners?

A couple of learners have completed their L3 and then enrolled and completed their L5, which was great for them to build on their development. (cont)

From completing the L5, the 360 feedback has been used to create PDP's to further develop in certain skills and behaviours. Along with this, the importance of appraisals has been highlighted, whereby a relaunch of the appraisals process will now take place.

What did you think of the training outcomes?

The final presentations are a great opportunity to hear what each employees' main learnings and next steps are. It would also be good to review these in 6-12 months to see if the changes have been made and we can assess ROI.

Why is it important for Diodes to invest in their people and leadership progression?

Learning and development is one of the priorities for Diodes, which includes looking at our succession plans, which also allows us to identify the employees that show a desire to develop their careers into managerial roles.

With the authentic leader programme and ILM certification, this provides them with the necessary tools to develop their skills and knowledge in readiness for their next step within their careers.

What's next for Diodes?

We look forward to continuing to work with CQM using the Authentic Leader L3 & L5 (ILM) to further develop our future leaders and we are also in discussion around ILM L2 and other training needs.

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Authentic Leadership

Learner Perspective - Adeel Hussein



Following Diodes Authentic Leader Celebration Event, we caught up with Adeel Hussein, Industrial Engineer, to discuss how he found the leadership training, the differences this has made to his role and how Diodes have embraced this approach.

Introduction – why did you want to do this training?

I wanted to learn how Diodes as an organisation, sets forth the business strategy, and how I in my role can help achieve that vision whilst also learning the tools and techniques to develop more business strategic thinking and ideas. My expectation of this training was that it would give guidance to develop beyond my current position into a higher leadership position.

Did you notice any differences between the Level 3 and Level 5 authentic leader training?

I did a Level 3 refresher and this was predominantly focused on myself as an individual and personal performance within our teams. Level 5 was more theory intense with detailed assignments. A lot of it was identification of our current leadership styles, how we would like to change & why.

The strong focus on coaching and mentoring was a fantastic module as it really showed us way of developing different individuals in our teams, to help them & the business in their role / performance. I would've liked to explore organisational awareness a bit more, but this is definitely something I can focus on in future training.

What were your favourite modules, and what did you benefit from most?

Coaching and mentoring – it gave more actionable lessons relevant to my role and what I wanted to improve on. I am more open to the opinion of others.

How has this training benefited you so far?

The biggest change is that it has given me the confidence to take the more charge in project meetings, set the goals & directions, and develop rapport across different teams. It also provides me with the skills to teach my role and skill set to other members of the production team so that we are not single sourced.

Have you overcome any obstacles/barriers during or when implementing your training?

Initially there were lots of resistance to change in culture when trying to build projects across other teams, as we had conflicting objectives mostly due to time constraints. But overall I managed to get buy in and feedback to improve, so this programme definitely helped overcome this hurdle.

Why do you think it is important Diodes invests in leadership development with authentic leader and ILM certification?

Certainly, from the manufacturing side of the business point of view, more and more people want to develop and grow within and beyond their role. Authentic leader is a great start to this.

How did you find the delivery of training and support from your development coach, Angela?

I think Angela was a brilliant tutor, very experienced and willing to listen and challenge. I would give a score of "Excellent 11/10"!

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Learner Perspective - Ben Putelbergier

Following Diodes Authentic Leader Celebration Event, we caught up with Ben Putelbergier, Compliance & Improvement Lead, to discuss how he found the leadership training and the differences this has made to his role.

Introduction – why did you want to do this training?

The Authentic Leader (ILM) L3 refresher course was really beneficial whilst building the team. The purpose of the Authentic Leader (ILM) L5 was to develop my managerial skills further especially in my ability to lead, motivate and inspire. I also wanted to explore strategic leadership and progress to that higher level.

Did you notice any differences between the Level 3 and Level 5 authentic leader training?

The main difference between the two programmes was the self-reflection. Level 5 wasn't just about covering theories but also self-reflect and critically analyse my abilities, skills and attributes. This definitely helped me to broaden my knowledge and awareness.

What has been the most successful outcome of this training for you?

The key take aways for me were the importance of developing my team and empowering people. The training also helped me to improve managing performance of my team members. I feel, by reflecting and looking at how I conduct myself, I am more honest and authentic, which is really important as a leader.

What were your favourite modules?

Coaching and Mentoring and Situational Leadership. These two modules helped me a lot to self-reflect on situations and think about how I can get the most out of my team members. There isn't a one size fits all approach, so I think now I am better equipped to deal with certain situations.

Why do you think it is important Diodes invests in leadership development with authentic leader and ILM certification?

I do think it is important that Diodes invests in leadership development because it benefits individuals by fostering personal and professional growth. It also benefits the company by improving employee engagement and ultimately it contributes to organisational successes.

How did you find the delivery of training and support from your development coach, Angela?

I think Angela delivered a high-quality training programme. Angela was very curious and willing to understand the specificities of our positions in order to be able to advise and guide us. She was also open minded and very keen on best practice sharing.

I do think it is important that Diodes invests in leadership development because it benefits individuals by fostering personal and professional growth. It also benefits the company by improving employee engagement and ultimately it contributes to organisational successes.

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Stakeholder Feedback - Management & Leadership Team



"I think with manufacturing organisations like ourselves there is a tendency to look at the finer detail and more technical aspects, this programme has been a massive opportunity to take a bigger, wider picture to come out of the detail and really understand why we do what we do."

Mick Conlon, Operations Manager

"For the two people in innovation and marketing, I think the situation has been a little different in the fact that they've had to step up and then learn the skills retrospectively through this programme."

I think it just demonstrates there is the opportunity and they're already living and breathing it, and this course has given the confidence to deal with particular challenges that come with that."

Jon Shilito – VP Business Development

"I thought it was an important programme, Ben and Adeel are the future of the company, and it gives them the foundation and techniques they will use as future leaders. They've got to meet new people in different departments, and in addition to learning a lot from a leadership perspective it also helped more with project management and strategic thinking."

I think this is very much the start of their journey, and it's been great to see them grow and open their eyes, giving them a clear development plan to work towards and continue their progression."

David Ogden – Manufacturing Manager

"I was really impressed last time I was here for the presentations, and I thought they were comfortably the best set of ILM presentations that I have seen. Sometimes with ILM presentations you do get a bit of inconsistency, but everyone really hit the nail on the head."

I was really heartened by the presentations and whole programme generally. We're keen to provide the opportunity within Diodes for these people to use the skills they've developed, as the future leaders of the company."

Tim Monaghan – EU President

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Trainer Perspective - Angela Southgate

Introduction

Firstly, massive congratulations to everyone on this Authentic Leader cohort, this is by no means an easy programme to complete. It has been wonderful to see all of the learners grow, develop, encourage one another as a great supportive network. It has been a real pleasure to come and teach Authentic Leader, full credit to this brilliant bunch of people, and Diodes for really getting behind them and supporting their journey.

How did you find working with this cohort, what impressed you the most?

There was a real mix of people of people that have taken part in this cohort, with some people completely new to management to others more experienced. I think that mix worked extremely well and supported to those that needed it, as each person needed help with different things, in different ways. So as much as they learned from the programme, they also learned from each other and shared insights and best practice. Whether it was skills related, or to do with project or people management, they really pulled together which was brilliant.

What changes did you notice amongst the group during their training?

What I love as a tutor is to explore leadership techniques and tools with a group, to look at its different applications and uses, then by the end of the programme for delegates to explain how it is helping them and their team. One learner explained how he was using the GROW model in his appraisals and one to ones, which was helping his team drive their own development. How another was structuring his meetings more effectively to ensure they were meaningful and drove performance.



As the learners in the group were from across the organisation and from different departments, they thought the networking opportunity was invaluable and relationships across the business has been formed.

Why do you think Authentic leadership and ILM is so important to organisations like Diodes?

Being a leader can be hectic and finding time to step back and find areas for growth and development for yourself and your team is difficult, especially in fast paced and technology driven organisation like Diodes. Authentic Leader allows people in a leadership position time and space to reflect on themselves.

The core units focus on you as a leader through 360 feedback and other psychometric testing to highlight areas for development which are critical for leadership in today's organisations, including goal setting, cross organisational communication, team engagement and empowerment.

The optional units then allow you to choose the areas of specific need, such as coaching and mentoring or strategic deployment which give practical skills, tips and techniques to enhance your leadership ability. As experienced leaders, it is sometimes the confidence that what you are doing is right or giving you the theory, which supports your existing skills, and that confidence alone can boost you as a leader. As a new leader, it can give you a network of support which you can call upon for advice and guidance, as well as new tools and technique to develop your career further.

To discover more about our Authentic Leader training, click here



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