

Foundations of Leadership — Brussels

Amid an environment of extraordinary diversity, an R&D manager absorbs a world of learning about effective leadership.

Based in Prague as a research and development manager for Unilever, Olivier Fleurot's work life revolves around delivering value innovation to the home and personal care brands his Anglo-Dutch company has so successfully established around the world. Attending CCL® Europe's *Foundations of Leadership* in late 2003, the young executive embraced the opportunity to learn more about himself as a leader and how he could have greater impact on his business, its customers, and his colleagues.

The diverse multi national makeup of his class at the Brussels program was a great bonus, as it closely mirrored Fleurot's experience. "Working as I do for an international company, my nationality does not really matter," he said. "What matters is that I can efficiently interact and do business with my counterparts in different parts of the world. This course was very good because there were people from many different cultures — coming from Asia, America, all over Europe — and working in various companies. There was a broad spectrum of leadership styles. For me this was a very good audience to try new leadership skills on."

Spread over three days, *Foundations of Leadership* covers the basics of effective leadership, with individual and highly detailed assessments of strengths and developmental needs. In addition, the program tackles in a substantive and practical



"My class at Foundations of Leadership brought together people from many ethnic backgrounds, countries, and companies. Working for an international company, I found it a very good audience to try new leadership skills on."

- Olivier Fleurot, Ph.D.
Research and Development
Manager, Unilever
Prague, Czech Republic

way the critical needs of leaders today — key among these needs is the capability to foster collaborative relationships, influence the decision-making process, and handle conflicts. One of the program's strengths, Fleurot said, was the tangible way the material was presented. "It wasn't abstract. You could see what worked."

One of his goals from the outset was to gain an honest perspective of his leadership style — "not the way I see it but how my colleagues see it," he said. Fleurot appreciated being able to practice new techniques and behaviors away from his busy daily routine. "It's natural to want to stay within your comfort zone at work rather than try new leadership approaches that may not turn out well," he said. "This course lets you safely try some of the tools you may not feel comfortable to try otherwise."

Since returning to work, Fleurot has adopted a new model of leadership for himself that emphasizes inclusiveness and a more structured approach to handling conflict. "I'm trying to be less directive and more open to my colleagues' ideas and points of view," he said. "There are fewer conflicts now because of what I learned

about the dynamics of conflict and how you can react to its different stages. Basically, I'm not approaching my work in the same way I did before. I'm delivering more, and in a more efficient way. Those three days at CCL were very full of learning for me."

For more information visit www.ccl.org/europefol; e-mail ccl.europe@leaders.ccl.org; or contact CCL-Europe at +32 (0)2 679 0910.

This interactive program creates a foundation for understanding the challenges facing a new manager and for helping the individual improve leadership skills and behaviors at a formative stage in his or her career. Participants learn the essentials of effective leadership, focusing on personal awareness and growth, working relationships, influence skills and conflict resolution. In this enriching three-day program, participants will gain insight into how personality and interaction preferences help or impede the ability to influence others and resolve conflict. They will receive honest evaluations of their leadership styles and behaviors and come away with a tangible and practical development direction.



Center for
Creative
Leadership

EUROPE NORTH AMERICA ASIA

www.ccl.org