

## **ADVANCED PRACTITIONER**

### **INFORMATION ON MODULE 6 – GETTING YOUR OWN CLIENT**

In Module 6 of the Advanced Practitioner course, you have the opportunity to choose your own client organisation to apply the advanced tools to. Below are some guidelines about this process.

#### **Choosing the client: A number of factors influence this choice**

1. Sector: Basically all sectors are acceptable (except unethical sectors such as eg those dealing in weapons and drugs). A wide range of enterprises are appropriate, including business and nonprofit ventures, social and religious enterprises, and sporting, professional and other associations.
2. Size of organisation: Look for a client that is not too large (as a guide, up to 1000 employees). Choosing an SME (Small and Medium-sized Enterprise) can often simplify the approach and approval processes. If the client organisation is larger, you should select part of the organisation for the focus of your study.
3. Honeybee or Locust orientation: You are most likely to get agreement from organisations that are somewhat honeybee-inclined. However, the client doesn't need to be a perfect honeybee. Most organisations will be a mixture, and highlighting where improvement can be achieved is valuable for the client and an important part of your learning process.
4. Public face of client: Part of the review will involve publicly available information. Organisations that are too small may not have sufficient information available for you to study. You'd be looking for information from eg from Glassdoor, media reports, annual reports etc.
5. Size of study group: You'll need a sample of 20-50 people ideally. The benefits of this size are a) it's large enough for you to keep individual responses anonymous but b) it limits the scope of work for a learning project. This project can be treated as a pilot study if the client wants the entire organisation surveyed.

#### **Approval process: You will need approval for internal interventions**

6. Public data: No approval needed.
7. Internal data: You'll obviously need approval for the client to share internal information eg employee engagement surveys, staff attrition figures, financial reports etc.
8. SLQ: The Sustainable Leadership Questionnaire requires company approval in writing to administer the 25-30 min survey. The survey compares how different groups perceive the company's actions on 23 Sustainable Leadership practices. (You can explain the content of the survey based on the description in Module 5.)
9. Presentation of findings to senior management – clearly the senior group will need to agree to receive and discuss the report.

#### **Output: Written report**

The written report identifies the strengths and potential gaps in sustainable leadership within the client and will be presented to the client for a discussion on addressing any gaps. The report will contain:

- Description of the organisation
- Desktop background review on sustainable leadership practices using public documents

- Strategic assessment of the sustainable leadership practices and performance outputs based on public information, but ideally supplemented by internal facts where available eg employee turnover, engagement scores, measures of brand & reputation, customer satisfaction scores, financial data.
- Results of an online survey of how people in the organisation see sustainable leadership practices operating in the team, presented in a separate report.
- Overall performance comparison against ISL frameworks, with recommendations.
- Performance comparison on the UNSDGs.

**Benefits to the client:** the process is conducted at no cost to the client.

- The client receives a detailed analysis of the gaps in sustainable leadership as perceived by different stakeholders, supervised by highly experienced professors and consultants
- the results can be used to drive discussion across the organisation in how to improve performance by addressing these gaps.

**Benefits to the student:**

- enables completion of the Advanced Practitioner course.
- experience in applying ISL's advanced tools in readiness for a consulting career.