

Getting to the bones of great leadership with Morton & Partners



Introduction

Morton & Partners is a leader in the radiology landscape. Established some 70 years ago, they are now one of the largest radiology practices in the Western Cape, with 16 locations throughout the Cape Peninsula and a newly opened branch in KZN.

With more than 25 expert diagnostic radiologists, the practice offers a broad range of subspecialty expertise. Their philosophy is to provide highly efficient, courteous and compassionate clinical services to patients, whose rights to comfort, safety and privacy are paramount. By combining this with expert industry knowledge and high-tech imaging technologies, they aim to provide a world-class diagnostic radiology service.

Our contribution

Our journey with Morton & Partners began in February 2020. Morton & Partners HOD's are pivotal to the success of their business. They are all qualified Radiographers with a wealth of technical expertise, who have been appointed in leadership roles to manage the branches. Leading teams of between 20 - 40 employees each, requires an additional skillset. To equip the HOD's with the skills to drive Morton & Partners continued high-performance in an increasingly complex and competitive market, we identified four important phases of developing leadership capability for this team of HOD's.

OBJECTIVES



Building leadership knowledge and skills



Enhancing Thinking Agility



Creating a cohesive leadership team



Growing management capability,
specifically in the areas of navigating change and managing conflict

CreateConsulting gets to work

The Create Leaders Academy (CLA), a modular leadership development journey, in combination with practical Whole Brain® Thinking, Herrmann Brain Dominance Instrument (HBDI®) and Thinking Environment™ tools, were an ideal fit for their needs and together, formed an outstanding blended learning journey.

Launch; Pre-reading;
HBDI assessment &
onboarding

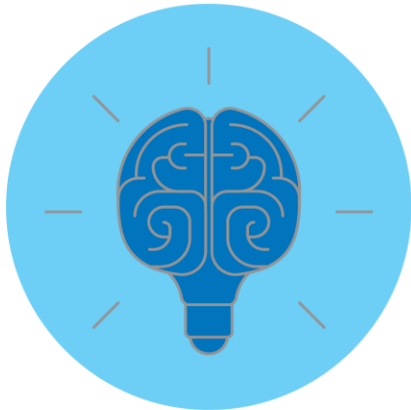
Work immersion,
individual

Work immersion,
individual/syndicate
group work

Work immersion,
individual/syndicate
group work

1:1 Coaching,
Syndicate
presentations

3-day LAUNCH BOOTCAMP



Module 1
Leading a Whole
Brain® Thinking
Environment

3-day PERFORMANCE BOOTCAMP



Module 2
Leading for
Business
Performance

3-day JOURNEY BOOTCAMP



Module 3
Leading Self

3-day ACCELERATE BOOTCAMP



Module 4
Leading to
Accelerate
Performance



Launch Bootcamp - Module 1: Leading a Whole Brain® Thinking Environment

The Thinking Environment® ensures that people think for themselves with rigor, imagination and courage, everyday, in every interaction. The HOD's learnt about the tools, components and applications of a Thinking Environment®. This philosophy and framework is essential in helping them do their best thinking and improve their organisational effectiveness.

Through their HBDI® Thinking Preference profiles they further experienced a deeper understanding of self and others.

This module also focused on building self-awareness, personal mastery and Whole Brain® communication.



Performance Bootcamp - Module 2: Leading for Business Performance

The leader's role in understanding Vision and Strategy and leading the business into the future, is the focus of this module. CEO, Ari Fonarov, joined the HOD's for a strategic discussion with the HOD's asking valuable questions and engaging in robust conversation to enhance their understanding of and alignment to the strategy.

LEAN Thinking, a customer-centric methodology, was introduced to support the improvement of processes through the elimination of waste. Based on the ideas of continuous improvement and respect for people, the HOD's learned applications of LEAN using case studies and exercises. Reviewing and integrating their existing management systems and then supplementing them with more effective LEAN practices enabled them to create a sustainable LEAN culture.

Building peer Coaching skills, using the GROW coaching model, was another focus area of this module. The HOD's also enjoyed an immersion activity to understand the art of negotiation and develop practical skills to support them in their day-to-day roles.



Journey Bootcamp - Module 3: Leading Self

The HOD's expanded their knowledge of teams and gained useful tools to navigate team conflict and understand the cognitive diversity within their teams. In navigating change, the HOD's explored how to facilitate the change process, provide support to those affected and gained more insight into their own responses to change.

The impact of stress on the brain and on high performance and how to manage and reduce this, was a key focus area. This created the opportunity for enhanced thinking and therefore enhanced results.

This module also focused on understanding and managing assumptions that can lead to conflict. They walked away with a framework and communication tool which they could use to map various conflict styles, enabling not only greater understanding, but practical skills to respond appropriately to conflict.



Accelerate Bootcamp - Module 4: Leading to Accelerate Performance

This module focused on consolidating the CLA learning journey for the HOD's to accelerate performance.

Key learning areas:

- understanding generational differences and
- increasing their personal presence, impact and influencing abilities by understanding personal branding.

The journey concluded with setting up the HOD's for success, with a practise run of project presentations by the syndicate teams.



A successful journey

Despite the huge disruption of COVID-19, the 18-month journey has enhanced the leadership capabilities of the HOD's, enabling them to make a difference in the lives of those they touch.

Ari Fonarov shared his appreciation for the growth of the team:

"As a business, we often search for ways to grow and expand our leaders; this is when we see the real magic.

CreateConsulting's tailor-made work with our teams, full of energy and inspiration, has designed practical and long-lasting learnings that have made an immediate and meaningful impact on their leadership and management abilities. Cultivating and developing Whole Brain® Thinking mindsets in our leaders is a life-long journey of which our business and employees will always be the beneficiaries."

The HOD's themselves highly rated the success of the academy. The content, learnings and tools were also rated as being highly relevant to the work of Morton & Partners.

"Even though the course ran over 1,5 years, it totally exceeded my expectations and every time we came back, I was sad to leave. I particularly valued the great presentation style of the facilitator who really allowed us to engage. The information will assist me to apply myself better in leading my team. I hope that this experience and the new tools you shared with us will enhance my team's potential and help them to navigate their way through very challenging situations."

Crystal Volkwyn-Cloete Branch Services Manager, Morton & Partners



The team of HOD's along with CEO Ari Fonarov at the start of Module 1: excited and committed to the journey ahead.

In Conclusion

The HOD's have benefitted from the Create Leaders Academy, to lead a patient-centric, solution-thinking and high-performance culture. Ultimately, this powerful leadership development journey has enhanced team cohesion and alignment within the practice.



A special moment on the Accelerate Bootcamp: Facilitator Justin Kiley (far right) with a team of inspired, invigorated HOD's eager to apply their learnings.

Our clients are at the core of our existence, and we are proud to have partnered with Morton & Partners helping them enhance their HOD's leadership capabilities, thinking agility and team cohesion and alignment.

Connect with us today



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