



1 COURSE OUTLINE

Course: High Impact and Adaptive Leadership Training: Becoming an Effective and Transformative Leader

Contact Hours: 24 Contact Hours

Pre-requisite: None

1.1 Abstract

The current environment in which organisations operate in, can be described as overly complex and dynamic. The term now used to describe the current situation is VUCA- volatile, uncertain, complex, and ambiguous and these are increasing. Changes such as reorganising, flatter structures, increased networking, new business models, greater diversity and globalisation are shaping the business landscape. Every failure is blamed on leadership. There is a cry for effective leadership. This has spurred an industry of over fifty billion dollars on leadership books, leadership coaching, lectures and even PhDs in leadership.

This short course is intended to explore the mystery of leadership to some extent and provide a stepping stone for enhancing your understanding of what influences effective leadership. It is expected that in the process your leadership skills would be improved, to effectively lead your own organisation, such that it remains competitive and grow in this VUCA environment.

1.2 Target Audience

The course is designed for individuals in leadership roles who are interested in effective and adaptive leadership.



1.3 Topics Covered

Session 1

- Introduction, course orientation and ground rules
- Understanding of the environmental factors which have shaped the present world we live in. In particular, the impact of new emerging economies, the changing role of civil societies, the food eco system and the extending of the human body.
- Understanding VUCA and what it means and why it matters.
- Understanding of the rise of the fourth industrial revolution and digitization, and disruptive innovation.

Session 2

- Understanding of how VUCA, fourth generation environment and disrupted innovation have created major challenges for leadership.
- Review the traditional definition of leadership and management and explore the relationships and the need to co-exist to be an effective leader.
- Explore what leadership characteristics are required, to deal with this new challenge.

Session 3

- Understanding the nature of High Performance Organization (HPO) and the characteristics, and the strategies employed in dealing with leadership, customer, employee and the organization culture climate
- Explore the leadership behaviours, styles and traits in high performing organization (HPO) like Starbucks and Disney.

Session 4

- Identifying, assessing and selecting leaders for the VUCA environment. Identify key factors for identifying high potential talent and competency-based selection.
- Developing and coaching the Next Generation Leaders.
- The differences between coaching management and training and what might be more effective.



Session 5

- Developing result-based leadership in HPO, giving consideration to emotional intelligence, leading teams, negotiation, conflict management, interpersonal skills and cross-cultural communication and diversity management.
- Understanding the different cultures including the characteristics of modern culture, understand how leaders affect culture and the decision-making process in different types of organizations

Session 6

- Leaders would have followers. What kind of followers would leaders attract, transformational relationship and associated issues?
- Ethical behaviours in leaders, understanding ethics, ethics as a challenge in relations to principal agent issues, code of ethics and ethical gaps.

Session 7

- Importance of teams in a VUCA environment. The characteristics of effective teams.
- Understanding why team fails. Understanding and resolving the challenges of High performing teams. Leading High Performance Teams and the varying roles of leadership

Session 8

- The leadership in large organization
- Sources of power, power and influence, who have power, inspiring shared vision, leadership as a skill which you can develop. The future of the next Generation Leadership
- Explore the leader skills of bio empathy, clarity, immersive learning ability, etc., as required for leaders to seek opportunities and innovative ways of ensuring that organizations continue to prosper in the long term, in this VUCA environment.
- Wrap up

