

# Leadership Development Programme

## Workshops Outline



Organisation Development Institute  
Capable people, capable organisations.



### Orientation and Global Context

Day one introduces the programme and outlines the objectives, integrating themes, workshop content and learning processes. The Global Context workshop then explores the political, economic, social, technological and environmental issues that frame the reality in which leadership is practised. External specialists and business leaders are brought together to present this forum.

An informal get-together concludes the first day and enables you to meet the faculty and programme team, to ask questions and further familiarise yourself with the programme as a whole and with future workshops and coaching support.

### Leading Sustainable Organisations (one day)

**Dr Lin Roberts**

This workshop examines the case for creating sustainable organisations, then introduces the skills and tools for leading in a way that meets present needs without compromising the future, either of the organisation or of the community and environment in which it is located and on which it depends.

The workshop uses the internationally tested 'The Natural Step Framework' for strategic planning towards sustainability ([www.naturalstep.org](http://www.naturalstep.org)). This framework, based on whole systems thinking, sound science and best business practice, allows organisations to understand the requirements for long term success on a finite planet, use that understanding to develop a vision for their company that is both inspiring and sustainable, then assess current realities against this vision and design a strategy to fill the gap. This approach of 'backcasting' from a sustainable vision unleashes creativity and strategic innovation, allowing identification of market opportunities and solutions that frequently 'leapfrog' existing products, technologies, and business solutions.

#### Learning Outcomes

This workshop will enable you to:

- understand the 'rules of the game' or system conditions for sustainability
- understand how businesses can prosper while meeting these system conditions (and conversely will not prosper if they do not move to meeting the system conditions)
- understand the actions leaders need to take to secure organisational sustainability, including how to use the system conditions to strategically plan for success
- be familiar with a range of sustainability tools and approaches.

#### Content

##### *The Underlying Rules of the Game*

- The basic principles governing how the whole system works

##### *The Principles for Sustainable Success in the System*

- The Natural Step 4 system conditions and a framework for using them to navigate to success

##### *Using the Framework to Secure Organisational Success*

- International and local examples of business success using this approach

##### *Tools and Approaches*

- A brief overview of the wide range of sustainability tools and approaches and how to select the best tools and actions to help build sustainable value within your organisation, whether by radical redesign or incremental change

The tools and approaches considered will include cradle to cradle 'eco-effectiveness', Natural Capitalism, biomimicry, green chemistry, Streamlined Sustainability Life Cycle Analysis, ISO 14001 Environmental Management systems, carbon and ecological footprinting, carbon neutrality, emissions trading, waste minimisation, sustainability reporting.

*This workshop develops the leadership behaviours of **Planning and Vision and Strategy**.*

### Leadership Tasks, Skills and Vision (two days)

**Kristen Cooper**

This workshop draws the distinction between leadership and management and introduces the key tasks and skills of leadership. Particular attention is paid to the role of strengths and the task of 'envisioning'. Drivers of organisational vision are considered as well as skills and methods of inspiring others in the workplace. We also explore vision from a more personal, holistic perspective which is used as the foundation to help you develop a clear statement of personal career vision. This work on the personal vision is the foundation for the development of a comprehensive Leadership Development Plan that forms a central component of the developmental process as a whole.

#### Learning Outcomes

This workshop will enable you to:

- make a clear distinction between leadership and management
- understand the key tasks of leadership and the skills required to perform them
- understand the emerging field of 'positive leadership' and its implications for leadership practice
- consider your key strengths and how you can use these to support your leadership development
- demystify how to inspire others
- articulate a personal vision that describes our career values, purpose and intent.

#### Content

##### *Leadership and Management*

- How leadership both complements and differs from management

##### *The Tasks and Skills of Leadership*

- The critical tasks of leadership and the skills required to perform them
- Personal strengths and how to use them in leadership roles

- Introduction to the emerging field of 'positive leadership' and its implications for leadership in organisations

#### *The Task of Envisioning*

- The task of envisioning and its power in elevating organisational and personal performance
- Drivers of organisational vision
- Skills and methods of inspiring others at work

#### *Developing a Personal Vision*

- Application of organisational models of vision at an individual level to develop statements of personal vision that clarify career values, purpose and strategic intent

*This workshop develops the leadership behaviours of **Personal Leadership and Vision and Strategy.***

## **Leading Strategy** (one day)

**Associate Professor Piet Beukman**

This workshop places vision and personal strategic objective-setting in a practical perspective. Strategy is brought back to its fundamental purpose – planning on how to gain advantage, define and meet organisational goals and at the same time make a significant and sustainable contribution to the community. The workshop regards strategy formulation as a process whereby the vision and goals of the organisation are related to action at all organisational levels.

Strategic planning and management are presented in a way to take advantage of breaking down a rather complex subject into its constituent parts, but without losing its systemic cohesion. In this way you can gain an appreciation of the significance of each segment before moving onto the next one, while still maintaining focus on both desired personal and organisational outcomes in the wider context.

#### **Learning Outcomes**

This workshop will enable you to:

- relate your understanding of the structure of vision and its power and impact to how this is applied to the practice of strategic planning
- understand the principles of strategic management and the resulting ability to formulate an action-based strategy
- perceive issues from an overall organisational business perspective rather than from the perspective of a functional or technical specialist and therefore understand the major strategic options available to the organisation

- understand a methodology that will move strategy from an abstract 'senior level, long term' view to a practical action-oriented plan that will result in tasks (actually) being done at the operational level
- reflect on your own work experience and how the process of strategic planning and execution can assist in meeting your objectives.

#### **Content**

##### *Strategy in Context*

- Bridging from vision, leadership and being a strategist to the process of strategy
- The purpose of the organisation and competitive advantage
- Strategy as a process by which a goal is reached
- The impact of change on organisational outcomes
- A model of the organisation and the role of the visionary within this model

##### *The Strategy Formulation Process*

- The chess analogy and strategy as an ongoing process
- Process components
- A metaphorical and classical model for strategy – noting that both are essential to the proper functioning of strategy
- The J Peterman Company (pre-reading); where culture meets strategy

##### *Analysis – Gathering Information*

- The role of strategic analysis
- External analysis and reading the environment
- Internal analysis
- Using analysis results

##### *Formulating Strategic Options*

- The four strategic action areas
- Relating action options to key result areas
- Translating the process into a cohesive and useable strategic plan
- Inland Oil Refineries as a model of how strategic planning and leadership have delivered results
- Moving to implementation and control – managing change and applying the vision

*This workshop develops the leadership behaviours of **Vision and Strategy, Results Focus and Decision Making.***

## **Leading Marketing** (one day)

**Dr Joerg Finsterwalder**

This workshop provides an overview of leadership tools for the marketing-driven elements of an organisation. Whilst marketing departments and managers are usually concerned with focussing on the 4P's (Product, Price, Promotion and Place), this workshop takes a more strategic approach and looks at the way managers think and how customer needs are profitably met, following a task-oriented approach. It encourages leaders to work with a four-quadrant model of customer acquisition and retention (customer driven aspect) and product/service innovation and maintenance (solution driven aspect).

This is an applied workshop rather than theoretical and presents concepts, tools and reflective exercises that highlight organisational strengths and facilitate the development of 'desirable', high value products and services that are closely orientated to customer needs through bringing about the appropriate customer solution.

#### **Learning Outcomes**

This workshop will enable you to:

- apply critical thinking in your approach to leading a market-oriented organisation
- understand and apply a new strategic thinking tool for marketing
- apply the tool to your own organisation
- interact with and lead the marketing unit towards stronger customer and solution orientation.

#### **Content**

- Introduction to the customer solution driven strategic thinking tool 'The Task Oriented Approach'
- The inside-out and outside-in perspective of managing a market oriented organisation
- 3-step and multiple-stakeholder leadership approach to marketing
- Leading customers during their consumption process
- Leading the development of customer solutions
- Leading marketers in the organisation
- Giving an organisation a customer solution-driven face (brand)
- Incorporation of social responsibility into marketing

*This workshop develops the leadership behaviour of **Vision and Strategy and Results Focus.***

## Leading Teams (three days)

Dr Ian Brooks

Warren Bennis, noted academic authority on leadership, recently wrote, 'Our mythology refuses to catch up with us. And so we cling to the myth of the Lone Ranger, the romantic idea that great things are usually accomplished by a larger-than-life individual working alone. Despite the evidence to the contrary we still tend to think of achievement in terms of the Great Man or the Great Woman, instead of the Great Group.' (Wageman, Nunes, Burruss and Hackman, 2008).

The ability to successfully lead a team of professionals is a highly valued skill. This workshop is designed to provide you with the theory and skills to enable you to do just that. It presents many useful concepts related to how teams work effectively. It introduces a practical model for developing a motivated, high performing team, and you will experience these steps first hand by participating in experiential group activities over the course of the workshop. You will also learn how to manage the covert dynamics that exist in all groups, as well as receiving feedback on your personality type and how that influences your team leadership style.

### Learning Outcomes

This workshop will enable you to:

- recognise how you prefer to interact and exercise leadership in teams
- understand the stages of team development
- understand a practical six-step team building model
- understand group dynamics, using the FIRO-B instrument.

### Content

- Introduction to groups and teams
- Use of MBTI to understand preferred team leadership style
- The stages of team development
- Use of a six-step team building model to understand how to progress a team to the high performing stage of development
- Use of FIRO-B to understand covert group dynamics
- Use of the LEAD model of team leadership
- Personal feedback session

*This workshop develops the leadership behaviours of **People Development, Collaboration and Communication.***

## Leading Change (two days)

Dr Michelle Shields

This workshop takes a whole systems approach to change leadership – looking at the context, the content and the carriers of change. Focus in the workshop is on developing an applied understanding of effective change based on these three critical change variables working in interaction over time. Change leadership is emphasised as the critical factor necessary to achieve emotional connection of organisational members to the change outcomes.

Appreciative Inquiry is introduced in this workshop as a supporting philosophy and process for achieving positive change. Sessions are designed to be interactive.

### Learning Outcomes

This workshop will enable you to:

- understand the three aspects of the change management framework
- use Appreciative Inquiry as a change management tool.

### Content

#### *Principles of Leading Change*

- Why is change difficult?
- A dynamic systems view of change management
- Best practice ideas: critical success factors in change management
- Ensuring clarity of purpose, advocacy for outcomes, and commitment to change

#### *Gaining Perspective in Change Content*

- Identifying mindsets: creating resonance with stakeholders

#### *Demonstrating Impact through Context Management*

- Building a business case for change

#### *Results Orientation for Advocates of Change*

- Maintaining focus, energy and enthusiasm

#### *Emotional Connection*

- Addressing morale: psychology of transitions
- Developing influence skills: crafting resonant communications
- Appreciative Inquiry

*This workshop develops the leadership behaviours of **Adaptability, Vision and Strategy and Communication.***

## Leading Creativity and Innovation (two days)

Associate Professor Piet Beukman and Michael Darby

Successful organisations foster creativity as a precursor for innovation. Creativity requires motivation, the right environment, and an understanding of the creative process and of creative people. Innovation is defined as 'change that adds value'. Anyone and any organisation can innovate if the processes are properly understood, capably led and undertaken within a creative framework.

In this workshop the fostering of creativity is explored - prerequisites, support and tools. It considers the role of expertise driven creativity in the organisation and how the leader can build an organisation with a capacity to remain effective in dynamic environments. The role of innovation as an important factor for gaining competitive advantage is explained. Innovation is presented as a structured change process impacting on the core competencies of an organisation.

### Learning Outcomes

This workshop will enable you to:

- relate to the prerequisite conditions for creative performance and the process of creative development
- understand how innovation impacts on the ability of the organisation to compete and/or remain relevant
- understand the driving forces and sources of innovation
- apply structured innovation support tools that will assist you with value-adding changes to existing products, services and processes
- use tools that will help with recognising opportunities for innovation and/or change
- develop strategies for leading creative people and facilitating creative processes.

### Content

#### *Leading Creativity*

#### *Developing Personal Creativity*

- The antecedents of creative performance
- Developing personal approaches to underpin your creative potential
- Structuring work routines to provide creative moments
- Peer interview to deconstruct work routines

### *Effectively Leading Creative People*

- Developing a leadership style supportive of creativity
- Establishing a climate of participation, freedom of expression and communication with clear performance standards
- Techniques and strategies for effective problem solving
- Assessing the work environment for creativity
- Survey and analysis: KEYS creative environment diagnostic
- Case study: Pixar

### *Building Capacity for Creative Performance*

- Building an organisation culture that nourishes creative enquiry
- Enhancing intellectual capital to support creative performance
- Supporting the creative priority with appropriate systems and structure
- Case study: IDEO

### **Leading Innovation**

#### *Principles of Innovation*

- Connecting to creativity
- Competitive advantage as a main business driving force
- Ability (competence and capacity) of the organisation to perform its purpose
- How the organisation uses its ability to gain advantage
- Innovation as a change process that impacts on the organisation's abilities

#### *Innovation and Change*

- Change as a driving force
- The need for innovation under changing conditions
- Harley Davidson and innovative change

#### *Innovation Constructs*

- Driving forces that stimulate innovation
- Generations of innovation - push, pull and mixed models
- Shadepan: innovation without support

#### *The Role of Innovation in the Organisation*

- Impact of innovation
- Diffusion of innovation
- ADAS: innovation with a twist

#### *Making Innovation a Reality*

- Ideas – the seeds of a business
- Connecting to the creativity aspects
- Tools – structured matrices for product, service and process innovation
- Leading innovation – the leader's role in stimulating and sustaining innovation

*This workshop develops the leadership behaviours of **Creativity and Innovation and Adaptability.***

## **Personal Leadership and Resilience** (two days)

### **Alison Ogier-Price**

This workshop explores positive leadership through the practical application of effective evidence-based practices from the field of positive organisational psychology. It examines the role and effect of the emotional culture in organisations, and the impact of an environment of appreciation on emotional health and resilience. The experience of positive emotions leads to greater creativity, improved decision-making, higher morale, and stronger relationships and commitment. Research has shown that organisations that are realistically optimistic and actively hopeful about the future, and that focus on strengths rather than weaknesses, have an advantage in increasing productivity, performance and commitment, and decreasing staff turnover, absenteeism and work-related stress.

This workshop reinforces the theoretical underpinnings of positive leadership and provides the opportunity to build greater self-awareness of personal talents. The learning extends to understanding how others operate and how their strengths may more effectively be harnessed. The workshop provides personal leadership practices to foster a positive climate, and support for a more resilient leadership and organisational future. Learning methods employed include self-awareness and reflection exercises, experiential and interactive activities, the provision of materials and take-away resources, and short lecture components.

### **Learning Outcomes**

This workshop will enable you to:

- understand the application and impact of emotional intelligence, contagion and mastery within the context of individual and organisational well-being
- recognise and harness personal leadership competencies, and team and organisational strengths
- create a positive view of the future through effectively applying the skills of realistic optimism and positive framing
- apply effective and holistic goal achievement principles
- develop strategies for furthering positive leadership characteristics and resilience
- build on your personal development plan to promote emotional competence, harness strengths of self and others, practise realistic optimism and set effective goals for the future.

### **Content**

#### *A Culture of Positivity*

- Emotional health, climate and contagion within organisations
- The role of emotions and Emotional Intelligence
- Enhancing emotional competence and resilience
- Positive perception and an environment of appreciation
- Positively engaging leadership and extending personal development plan

#### *Harnessing Personal Strengths*

- Understanding the advantage of strength-based organisations
- Enhancing self-awareness and personal character
- Cultivating character strengths
- Recrafting work and redirecting strengths to challenges

#### *Engaging Strengths in Relationships*

- Leading through strength
- Capitalising on the talents of others
- Building strong teams, relationships and organisations

#### *Building Realistic Optimism*

- Examining the role of optimism and pessimism
- Promoting resilience and psychological well-being
- Reflecting on personal attribution styles and outcomes

#### *Resilience through Optimism*

- Attending to automatic beliefs and negative responses
- Gaining perspective and decatastrophising
- Engaging self and others in optimism-building exercises
- Using actual events to extend personal development plan

#### *Hopeful Goal-Setting*

- The theory and application of hope
- Developing hope
- Setting resilient goals
- Motivating self and others towards goals
- Sustaining progress

#### *Positive Leadership and Organisations*

- Leading towards organisational health and well-being
- Building commitment and connectivity
- Inspiring the future

*This workshop develops the leadership behaviour of **Personal Leadership.***