

# Future Skills

A Professional Skills Solution designed to support your organisation in these rapidly changing times

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# Leading Through Change

# Leading Through Change Introduction

## LEADING PEOPLE AND TEAMS

The leaders of the future will have to navigate complex and uncertain terrains. Transformations in technology, the environment, geo-politics and social attitudes make resilience and a growth mindset vital.

Optimism - acknowledging and dealing with threats while focusing on what can be achieved - is a key part of effective leadership. So too is the ability to grow the people around us into leaders in their own right, so that the leadership teams are supported and replenished by motivated juniors.

### Benefits:

#### **Culture of optimism & opportunity**

*collective focus on steadying and developing the business*

#### **Initiative and resilience**

*riding out crises, holding the line*

#### **Trust, morale and functional interaction**

*greater stability, cohesion and retention*

#### **Leaders who continually learn**

*developing a motivated workforce that believes it can thrive here*

**Our four Leading Through Change courses are:**

- 01 **Leading Through Complexity**
- 02 **Managing Uncertainty**
- 03 **Leading with Bounded Optimism**
- 04 **Creating Leaders**

# Leading Through Complexity

## WHY THIS COURSE?

Leaders need to be all things to all people and sometimes this creates conflicting and contradictory expectations. They also need to switch between emotional understanding and rational analysis constantly. Sometimes they will pivot from driving results and efficiency to covering risk and inspiring colleagues – all in the same meeting. The ability to navigate through complexity means understanding what complexity is and how to break the whole into manageable parts so each can be addressed.

Leaders will learn to acknowledge the core of the complexity – be it technical or people-related. They can then simplify the picture for stakeholders in a way that is appropriate. They will thus feel more comfortable in navigating the difficult pathways of today’s complex work life.

## WHAT THE COURSE CONTAINS:

- The source of complexity** Understanding what’s causing the complexity and unravelling the different parts in order to understand them better
- Forecasting and anticipating** Complex situations often lead to confused and misunderstood outcomes – learning to see them ahead of time
- Frames of reference** Exploring frames of reference to accommodate the disparity and fluidity of multiple possibilities
- What to be aware of** Developing awareness of the signals that indicate a different way of operating may be necessary
- Other people’s perspectives** Learning how to integrate other’s perspectives rather than dismissing them

# Managing Uncertainty

## WHY THIS COURSE?

Volatile, Uncertain, Ambiguous and Complex (VUCA): this characterises the work outlook for a lot of people right now – and for the foreseeable future. Uncertainty can be damaging for progress if it's not correctly understood. This course helps people to deal with high levels of uncertainty by tackling their own relationship with it. In exploring the uncertainty, helpful tactics can be found and headway made, even when not all the information is available.

Participants will learn practical steps and a structure to help navigate decisions, how to communicate along the way and to provide clarity and direction for teams and the business whilst in choppy waters. In this session, leaders will also address the unhelpful structures and management practices that may have led to uncertainty. Rethinking the way to manage, in order to build the organisation of the future.

## WHAT THE COURSE CONTAINS:

### **Personal Uncertainty**

Exploring our own relationship with uncertainty – how do we cope with our learned responses?

### **Communication**

How to communicate effectively. What to communicate, how to communicate and when to communicate

### **Support and challenge**

Offering support, creating goals and maintaining focus

### **Honesty**

Maintaining integrity while delivering tough messages and taking in criticism and reactions to uncertainty

### **Decision-making**

Using a framework for making key decisions that will impact people, business and clients

# Leading With Bounded Optimism

## WHY THIS COURSE?

To enable leaders to see the opportunity in every difficulty and how to stay positive during times of adversity. To demonstrate empathy as well as assertiveness in order to empower their team. Bounded optimism is fundamentally different from positivity, wishful thinking, hope, magical thinking or self-serving bias which can all lead to serious misrepresentations of the situation. Bounded optimism is grounded in reality but also allows for the strength, ability and creativity available to overcome challenges. Only by having an extremely disciplined way of interpreting facts with a ruthlessness that reveals all opportunities possible, can leaders find their way through dark and testing occasions.

By the end of this training, participants will understand not only how to tap into their own internal reserve of optimism, but also why this is so important – for themselves and for their teams. They will be able to build stronger working relationships and motivate others in any circumstance.

## WHAT THE COURSE CONTAINS:

<b>What is bounded optimism</b>	Bounded optimism explores spectrum thinking and resists false certainties and simplistic binary choices
<b>Why is it meaningful</b>	We need total focus on business goals while retaining a commitment to the happiness of all stakeholders
<b>How do we achieve it with people?</b>	By leading with it, keeping the team connected to the big picture and showing empathy
<b>Nurturing optimism and belief</b>	Brainstorming ideal circumstances and outcomes and the importance of celebrating success
<b>Action Plan</b>	What to stop, start, and continue doing; identifying milestones to keep participants on track

# Creating Leaders

## WHY THIS COURSE?

We all learn on the job. We know from our own experience - and countless studies back this up - that the most effective learning comes from practice. Reading, studying and being instructed are all vital parts of the picture but need to be underpinned by continuous workplace learning.

To ensure that we are always bringing through a new crop of leaders, knocking on the door for more responsibility, the current leaders need to be creating a workplace conducive to learning. That means they need to know exactly what is required for their junior colleagues to grow.

This course lays out what needs to be in place so that direct reports are learning to be independent, empowered and strategic - and able to instil those same qualities in the people they in turn bring through.

## WHAT THE COURSE CONTAINS:

### How people learn

Hitting the balance of instruction vs. exploration, theory vs. practice and instructive error

### Giving feedback

Feedback as ongoing management practice, not confined to performance review

### My Way or *The Way*?

Understanding our own individual preferences and differentiating them from professional knowledge

### The Developing Individual

Development implies a differentiated, personalised path; how to integrate this with the organisation's needs

### The Eternal Student

Maintaining our own Learning Mindset while being a guide