



AC Leadership Development Programs

PREAMBLE

The AC Leadership Development Program (LDP) is designed to enhance the managers and supervisors' competency and capability level to lead an organisation or function within an organisation.

It will give them a common understanding of trends, requirements, practices and its application in your organisation across themes that are relevant to perform effectively as managers and leaders.

The target participants are either the management team members or middle management or supervisory staff who have a managerial role within a function.

The LDP comprises of 11 modules, each ranging between 0.5 days to 2 days. For each module case studies as well as assessment tools will be applied. Group discussions and interactive dialogues with the participants will ensure practical learning and reflection.

LDP MODULES & OBJECTIVES

The 11 modules will cover the following topics:

- Strategic Thinking;
- Managing Change;
- Inspiring Leadership;
- High Performance Teams;
- Managing Global Teams;
- Conflict Management & Negotiation;
- Coaching Capability for Excellence;
- Achieving Employee Engagement: Unleashing The Potential
- Presenting for Excellence;
- Managing Stress & Increasing Performance;
- Creating Generative Conversations;

For each module the following objectives apply:

1. Strategic Thinking Program (2 Days)

- a. Appreciate key strategy concepts
- b. Understand the "essence" of strategy
- c. Distinguish strategy and strategic themes as a basis for strategy execution
- d. Learn about strategic planning processes and frameworks
- e. Explore strategic implementation issues and challenges



- f. Define critical success factors for strategy deployment
- g. Apply change management and communications principles
- h. Review and analyse strategy practices within organisations

2. Managing Change (2 Days)

- a. Introduce a comprehensive overview of change management
- b. Understand the complexity of resistance to change
- c. Understand the role of leadership in driving change
- d. Handle the impact of culture in change programmes
- e. Appreciate the impact of performance on change
- f. Implement changes more effectively

3. Inspiring Leadership (1 Day)

- a. Appreciate the context and underlying forces that influence leadership capabilities
- b. Widen knowledge on the demands of leadership
- c. Grasp the essentials of high performing leadership
- d. Understand individual's leadership profile
- e. Determine immediate steps to grow leadership competencies

4. Creating High Performance Teams (1 Day)

- a. Understand what is "teamwork" and what makes a high performing team
- b. Enhance the self-awareness of each manager on their strengths and weaknesses using the Belbin Team Roles Profile
- c. Enable managers to learn how to collaborate with each other
- d. Enable managers to think "corporate" versus "individual" for overall gain

5. Succeeding with Global Teams (2 Days)

- a. Appreciate the MoF (Model of Freedom) as an innovative tool and framework in driving change processes for improved communication, international teamwork, leadership and conflict management
- b. Improve your ability to distinguish between personal and cultural behavior
- c. Appreciate your own personal culture profile



- d. Raise awareness of the impact of cultural differences on effective cooperation
- e. Gain insights in the ways to bridge and reconcile cultural differences without always going for compromise or adaptation
- f. Learn how to use cross-cultural intelligence to be of strategic advantage in influencing critical decision-making and negotiations
- g. Gain practical advice and lessons on cross-cultural management to improve work situations in daily life
- h. Deepen the learning through practical exercises & customized case examples

6. Conflicts Management & Negotiation (1 Day)

- a. Understand conflicts and the opportunities to gain from such conflicts
- b. Learn Conflict Management Tools and Techniques
- c. Establish a Negotiation Model to create win-win situations
- d. Understand how to manage Negotiations effectively

7. Coaching Capability for Excellence (2 Days)

- a. Appreciate the context, impact and benefits of coaching as a performance enhancement and learning & development process
- b. Understand what it takes to be a Manager & Coach and how to reconcile both identities
- c. Explore common organisational, performance & people-related challenges where coaching can be applied
- d. Learn & Practice Core Coaching Skills by
 - a. Creating the Context
 - b. Managing the Coaching Process
 - c. Applying selected Coaching tools
 - d. Conducting Coaching Conversations with Impact
- e. Recognize potential Coaching Blocks and learn how to coach in difficult situations
 - a. Create and commit to a program of ongoing practice & self-development

8. Achieving Employee Engagement: Unleashing the Potential (2 Days)

- a. Understand the impact of leadership on employee engagement
- b. Engage employees through effective leadership interventions



- c. Appreciate what it takes to keep employees engaged and retained
- d. Understand how to maximise performance capabilities of employees
- e. Learn how to motivate employees effectively
- f. Understand how to manage and influence employees of different generations
- g. Identify key takeaways for implementation
- h. Gain practical steps to enhance employee engagement

9. Presenting for Excellence (1 Day)

- a. Master the fundamental techniques in giving good presentations

10. Managing Stress & Increasing Performance (0.5 Day)

- a. Understand how to manage stress and burnout to enhance overall performance at the workplace

11. Creating Generative Conversations (0.5 Day)

- a. Understand the fundamentals of generative conversations
- b. Acquire skills in leveraging conversations



LDP MODULE FLOW

Each module will cover specific topics. It is also possible to customize some of the module content to discuss practical challenges your organisation and managers/supervisors' are currently faced with. The general flow for the modules is outlined below:

1. Strategic Thinking Program

1. Positioning Strategy – Key Thoughts
2. Strategic Planning Processes
 - ❖ Strategic Management & Analysis
 - ❖ Strategy Process
 - ❖ Strategic Planning Process & Framework
3. Strategy Concepts
 - ❖ Prevailing Models of Competition Models
 - ❖ Linking Strategy & Financial Performance
 - ❖ Understanding Strategy
 - ❖ Tradeoffs and Competitive Positioning
 - ❖ Discovering a Strategy
4. Case Study I: Showcasing the Organisation Strategy Planning System and Practices
5. Global Most Admired Organisations – Practices and Results
6. Strategy-Focused Organisation
 - ❖ Key Principles
 - ❖ Barriers to Strategy
 - ❖ Overview of a Holistic Strategy-Focused Organisation
7. Strategy Implementation for Organisational Performance
 - ❖ Primary Management Practices
 - ❖ Secondary Management Practices
8. Case Study II: Strategy Implementation Practices – German MNC in China
9. Strategy Implementation – the Balanced Scorecard (BSC) Methodology
 - ❖ The BSC concept
 - ❖ Linking Strategy with BSC
 - ❖ Benefits of BSC Implementation
 - ❖ BSC Failure Factors
 - ❖ BSC Implementation Experiences



10. Communications & Behavioural Implications

- ❖ Communications Plan
 - Key Messages & Themes
 - Communications Objectives
 - Audience Profiling
 - Communications Activities & Timeline

2. Managing Change

1. Overview of Change Management
 - ❖ Change Components and the “Change Hype”
 - ❖ Seven Change Thesis
2. People and Change
 - ❖ 6 Layers of resistance to change
 - ❖ Reacting to change and managing expectations
 - ❖ The Behaviour Model
 - ❖ Commitment Curve and Wheel of Change Theory
3. Leadership and Change
 - ❖ Challenges facing leaders
 - ❖ Critical success factors for leaders
 - ❖ Change competencies required in leaders
 - ❖ 10 Management Principles for change
4. Culture and Change
 - ❖ Common barriers in culture change
 - ❖ 10 tips for culture change
5. Organisational Learning & Change
 - ❖ Introduction to Learning Disciplines
 - ❖ Theory of Success
6. Performance and Change – Insights on Performance
7. Case Study – Organisations in Motions
8. Implementation and Change – AC Change Framework
 - ❖ Strategy Plan
 - ❖ Communications Management
 - ❖ Information Management
 - ❖ Change Competency Model



3. Inspiring Leadership

1. Understanding Leadership
 - ❖ Leadership Perspectives
 - ❖ Leadership Challenges in the 21st Century
 - ❖ Leadership Roles
 - ❖ Traits, Attributes & Value Systems of Leaders
 - ❖ Leaders versus Managers – A Clarification
2. Developing Leadership Styles
 - ❖ Key Leadership Skills
 - ❖ Six Leadership Styles – A Profile
 - ❖ Practices of Exemplary Leaders – A Tool Box
 - ❖ Seven Demands of Great Leaders
 - ❖ Ten Ways to Beef Up Leadership Skills
3. Leadership in Practice
 - ❖ Leadership – A Personal Perspective
 - ❖ Moving Forward – Key Reflections on Leadership
 - ❖ Practical Applications

4. Creating High Performance Teams

1. Understanding Teams
 - ❖ A Conceptual Framework
 - ❖ Five Stages of Team Development
 - ❖ Teamwork Guidelines
 - ❖ Foundations for effective teamwork
 - ❖ Features, Functions and Benefits of High Performing Teams
2. The Belbin Team Roles Profile
3. Building Effective Team Behaviours
 - ❖ Trust and Emotional Bank Account
 - ❖ Listening & Questioning Techniques
 - ❖ Managing Effective Feedback
 - ❖ Managing Different Generations
 - ❖ Handling Judgments
4. Case Study: The Alligator River

5. Succeeding with Global Teams

1. Introduction to Culture & Cultural Behaviour

- a. Defining Culture as a set of work-related norms and values



- b. Culture and management (nationally preferred management styles)

2. The Model of Freedom (MoF)

- a. Origins
- b. Assembling the MoF
- c. Defining Cultural Identity, cultural biased attitude towards authority and systems (rules)

3. Exercises

- a. Ascribed and achieved Status of Authority
- b. Complex and simple rule systems – decision processes
- c. The personal culture profile

4. The MoF and its Applications

- a. Country cultural profiles
- b. Organizational cultural profiles
- c. International Teamwork
- d. Communications
- e. Leadership

5. Exercising with the MoF

- a. Building Trust in business and teams
- b. Managing Conflicts in cross-cultural teams

6. Cross cultural influencing

- a. Introduction: The MoF as an Influencing Tool

7. Case Study 1: The International Team Meeting

- b. A Negotiation/Influencing Simulation

8. Case Study 2: Managing cultural Conflicts

- c. Introduction: Selling a Change without Conflict
- d. Change, Conflict & Culture Management
- e. Role-Play
 - A subordinate
 - A colleague or customer
 - Or higher hierarchical level

6. Negotiations and Conflicts Management

1. Conflict Management – Scope & Benefits
2. Application of the Thomas-Kilmann Model for Conflict Management Styles
3. Six Conflict Management Rules
4. Seven Steps in Handling Conflicts
5. Casework: Conflict Management in Action
6. Key Principles in Negotiation
7. Application of the Glaser Model for Negotiation
8. Phases in Negotiation
 - a. Before the Negotiation – Prepare and Plan
 - b. During the Negotiation – Set the tone and Manage
 - c. After the Negotiation – Review
9. Ten Fundamental Tips in Good Negotiations
10. Casework: Negotiation in Action

7. Coaching Capability for Excellence

1. **Coaching Fundamentals** – *An Overview of Context and Importance of Coaching*
 - a. Workplace changes and its imperatives for managers
 - b. Coaching Definitions
 - c. Scope and Benefits of Coaching
 - d. The coach's job – *Reflection in Pairs (15 minutes)*
 - e. Identifying organisational challenges in coaching – *Table Group Discussion (15 minutes)*
2. **Me as a Coach** – *Creating and manifesting a new identity as a Coach*
 - a. Have I coached today? – *A quick self-assessment (5 minutes)*
 - b. Discovering my coaching style – *A self-assessment (15 minutes)*
 - c. Identifying and overcoming personal shifts to becoming a coach (and stay a manager) – *Reflection in Pairs (20 minutes)*
 - d. 8 Critical skill-sets as a Coach



- e. Cultivating self-knowledge

3. Coaching Situations and Challenges – *Discusses the role and impact of coaching in the context of a variety of organisational and managerial challenges to be addressed at the workplace*

- a. Understanding Engagement: The Arc of Engagement and how people think, feel and act - *Reflection in Groups (15 minutes)*
- b. Understanding Performance Issues
- c. Motivating Employees for Success
- d. Recognizing and taking advantage of “coachable moments”
- e. Managing Judgments – *“The Alligator River” Case Study*

4. Effective Coaching Conversations – *An overview of selected coaching models and processes applied in coaching conversations*

- a. The 5-step Coaching Process
- b. Types of Coaching Conversations and how to get prepared
- c. Discovery Questioning
- d. Coaching Models
- e. GROW Model
- f. ABC Model
- g. ROLE PLAY 1
- h. A Performance Framework

5. The Coaching Tool Kit – *A set of useful tools and techniques applied during coaching conversations to foster insights generation, learning and development*

- a. The IDEAL Model
- b. The EIAG Model of Questioning
- c. The WDEP Process
- d. The A-F Model – Working with limiting beliefs
- e. Techniques for managing antecedents
- f. EFT – a tool for managing emotions
- g. *ROLE PLAY 2*
- h. Self-Assessment as a Coach



6. Coaching in difficult situations

- a. Potential blocks to coaching
- b. Overcoming resistance, reluctance and non-commitment
- c. *ROLE PLAY 3*
- d. Coaching is NOT Therapy - *when to call for outside support and explore other opportunities*

7. Contributing to a coaching climate

- a. Peer Coaching – *can we support each other?*
- b. Coaching Circles – *can we learn from each other?*
- c. Continuous Self-coaching

8. Personal Action Roadmap

- a. Key Learning Summary
- b. MY Coaching principles and commitments
- c. Goal-setting and action planning

8. Achieving Employee Engagement: “Unleashing the Potential”

1. Impact of Leadership

- a. Perspectives on Leadership
- b. 21st Century Leadership Challenges
- c. The Contemporary Leader – Key Signs
- d. Five Practices of Exemplary Leaders
- e. Six Core Leadership Styles – When we Use Them to Influence
- f. Alignment of Leadership Development Programs to impact employee engagement
- g. Huddle 1:
 - i. “How does my leadership style impact employees?”
 - ii. “How can we influence leadership style within the organisation to improve employee engagement?”

2. Personal Mastery

- a. Understanding Personal Harmony and Balance
- b. Critical Value Systems
- c. Building Credibility & Character
- d. Understanding Emotional Intelligence
- e. Building Trust – The glue of Relationships
- f. The Trust
- g. Anchoring the Four Fundamental Needs of People



h. Handling Judgments – The Ladder of Influence

3. Stepping Forward – Identifying Engaged Employees

- a. Understanding Engagement
- b. The Characteristics of an Engaged Employee
- c. The 3 Dimensions of Engagement: Cognitive (Think), Affective (Feel) & Behavioural (Act)
- d. Core Practices that Influence Engagement

4. Culture & Engagement

- a. Clarifying Operating Culture – the Basis for Employee Engagement
- b. Appreciating Employee Engagement
- c. Traits of a Good Boss in Engaging Employees
- d. Seven Reasons Why Employees Leave

5. Engagement: Driving High Performance

- a. World Class Performance Management Practices
- b. Twelve Questions to Maximise Performance
- c. Understanding Performance Issues
- d. Identifying Performance Gaps
- e. Overcoming Performance Gaps
- f. Five Steps to Deal with Performance Gaps
- g. Key Retention Practices

6. Unleashing the Potential

- a. Two Fundamental Theories of Motivating Employees
- b. Going the Deep End: Creating Purpose, Passion & Motivation
- c. How Management Can De-motivate
- d. Three Goals of Employees at Work
- e. The A.C.E. of Management Motivation Practices
- f. Sharing of Survey on Employee Motivators and De-motivators
- g. Huddle 2: How do I build loyalty and coach winners?"

7. Managing Different Generations

- a. Managing Employees:
 - i. Employees Below 35 years old
 - ii. Employees Between 35 to 54 years old
 - iii. Employees Above 55 years old
- b. Understanding Characteristics of Generation Y
- c. Challenges Managing Generation Y
- d. Work Habits: 20th Century versus 21st Century
- e. Generational Traits Summary: Boomers, Gen X and Gen Y



9. Presenting for Excellence

1. Ten Fundamentals in Presentation Techniques
2. Know Your PAL – Purpose, Audience, Logistics
3. Techniques to Keep Your Audience Engaged
4. Using Story –Telling as a Presentation Technique
 - a. Understanding the impact of Stories
 - b. Analysing a Compelling Story
 - c. Crafting a Story
 - d. Delivering a Story
5. Handling Difficult Questions
6. Casework: Presentation in Action

10. Managing Stress & Increasing Performance

1. **Stress Management – The Facts**
 - a. Understanding what Stress Management is
 - b. Appreciating the Signs, Symptoms and Causes of Stress
 - c. Learning techniques to manage your stress
2. **Preventing Burnout at the Workplace**
 - a. Understanding Burnout: Difference between Stress & Burnout
 - b. Knowing the Causes & Signs of Burnout
 - c. Dealing with Burnout
 - d. Recovering from Burnout
3. **Managing Stress at Work to enhance performance**
 - a. Coping with Stress at the Workplace
 - b. Understanding the Signs & Symptoms of workplace stress
 - c. Applying Techniques to reduce Job Stress and Improve Performance



11. Creating Generative Conversations

1. Establish value of generative conversations
2. Understand Universal Fears and Desires
3. Appreciate 5 Conversation Types
4. Balancing Advocacy and Inquiry
5. Learn Conversation Principles
6. Case Study in Generative Conversations



LEADERSHIP ASSESSMENT TOOLS

To assess the quality of leadership, there are two fundamental tools that can be applied.

1. **LPS Tool:** The Leadership Practices Survey (LPS) Tool is an on-line tool targeted at the manager level to gather specific insights on the state of leadership development for the business unit. It takes each manager only 30 minutes to complete the survey in complete anonymity. AC will then compile the results and send a report containing the analysis, key findings and recommendations on leadership development.

It will also include a 2-hour presentation to the management team to share the results of the LPS.

To ensure validity of the survey results for a specific entity, the LPS will be effective for minimum respondents of 10 managers and not less than 50% response rate of the manager pool of that entity. The definition of managers refers to persons who hold supervisory, managerial and/or leadership responsibilities in their current job positions.

2. **Leadership Matrix (LM) Profile.** The focus of the LM Profile is to provide individual managers a 360° feedback on the individual manager's leadership capability covering the following elements:
 - a. Key Leadership Practices (Five Practices using Kouzes & Posner's leadership research)
 - b. Dominant Leadership Styles (Six Styles using Daniel Goldman's Emotional Intelligence research)
 - c. Management Practices (Ten core practices)
 - d. Qualitative Responses (Key Strengths, Key Improvement Areas, Personality and Talents)

The LM Profile will cover the following respondents for each manager profiled:

- Self – the manager being profiled
- Boss
- Peers (3-5 respondents)
- Staff (Between 3 to 5 respondents who work for the respondent)

The data collected via the LM Profile will be analysed and compiled to establish the Leadership Profile of each manager from a "Self" and "Others" perspective. Each manager profiled will be given a detailed report on his or her assessment and findings.

In addition, they will participate in a 1-day Leadership Alignment Workshop. The LAW has two purposes:



- Showcase the LM Profile and ensure understanding of leadership variances by the managers
- Enlist the managers on a Personal Roadmap of Change to enhance their leadership capability. This will be a 6 to 9 month customized program for each individual

The LM Profile and LAW will be administered in the following structured approach:

- Administration of LM Profile – joint coordination by AC and HR Department
- 30-minute interview for each respondent – can be conducted by pre-selected HR personnel on-site or AC via telephone interviews
- 0.5-day AC and HR meeting on-site to discuss individual report findings and preparation of personal roadmaps
- 1-day LAW conducted by AC

The intention behind the LM Profile is not a mere profiling of leadership capability but also an invitation to the profiled managers to embark on a journey to improve and enhance their leadership capability. The latter motivation will be crucial for the true success of this profile and will be anchored on the successful conduct of the LAW.



ABOUT AC

Antony Consulting Pte Ltd (AC) is a regional practice-based management consulting company with HQ in Singapore focused on partnering organisations in creating sustainable change.

Our Change Management approach is anchored on three fundamental service areas: Strategy, Leadership Development and Human Performance Management. AC's emphasis is on co-creating value with clients where we develop systems and practices within the organization. It serves MNCs, Fortune 500 companies, strategic and emerging SMEs, Joint Stock Companies (JSCs) and Government-linked Institutions regionally.

Please visit our Website for more details: www.antonyconsulting.com.