

Learning Journey

NEW LEADERSHIP

Core principles, competences and practices for leading in the 21st century



8 Days



Delivery: Classroom & Online



Product Code: NML

✓ CEO & Directors

✓ Business Managers

✓ HR & People Development Experts

✓ Change Agents & Business Transformation Experts

DESCRIPTION

Traditionally, leadership was about maintaining order, stability, and control. Today, we need a radically different approach to leading ourselves, others, business, and beyond to navigate the speed of change, increasing digitalisation and automation, shifting value orientations in society, as well as growing challenges for humanity as a whole, including pandemics, wars, and climate change.

New competences such as creativity, critical thinking, resilience, emotional intelligence, complex problem solving, life-long learning, flexibility, and collaboration are required to meet the demands of the 21st century. However, only 30% of executives interviewed in *Deloitte's 2019 Global Human Capital Trends Survey* said they knew how to develop these new leadership skills.

Together with *Karlsruhochschule International University*, we explored how to effectively support executives in their transition towards new ways of leading themselves, others, business, and beyond. Through the examination of 9 innovative and scientifically backed-up leadership approaches, we derived the shared principles, competences, and practices that underlie them which we share within our New Leadership Masterclass.

TAKE AWAYS

- You will elevate your self awareness by analysing your leadership identity and learn how to positively transform how you lead yourself, others, business and beyond based on the 17 New Leadership Principles
- You will develop 8 New Leadership Competencies to put the principles into practice in your everyday work life
- You will work with a vast variety of thought-leading frameworks, effective methods, and practical tools from our curated content library to explore what works best for you in order to realise successful and sustainable personal and organisational change



BACKGROUND

Given the multitude of innovative leadership styles circulating under different names in different contexts, we based our exploration around what “New Leadership” truly is on the following criteria:

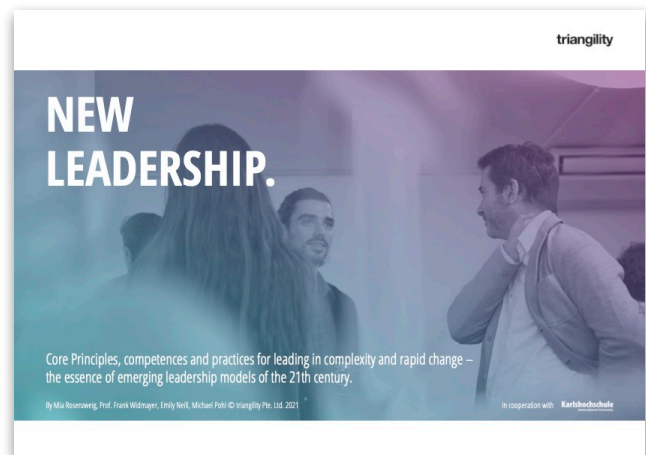
Each leadership style that we took into consideration within our research had to a) be supported by a pool of scientific data and academic literature to ensure its’ validity, b) be grounded in a human-centred approach, and c) have a remarkable track record of application based on feedback from various leaders we have worked with and from Fortune 500 companies. Below are leadership approaches that met all the criteria:

- Transformational Leadership (Bass)*
- Dialogic Leadership (Dietz)*
- Servant Leadership (Greenleaf)*
- Authentic Leadership (Avolio/George/Walumbwa)*
- Systemic Leadership (Luhmann/Senge)*
- Creative Leadership (Richardson)*
- Clear Leadership (Gervase/Bushe)*
- Responsible Leadership (Sanford)*
- Evolutionary Leadership (Alznauer/Van Vugt)*

We then analysed what all of these styles had in common to derive their shared essence and provide a true north for leaders in the 21st century.

This true north consist of 17 New Leadership Principles, 8 Core Competences, and 80+ Practical Tools that we apply in the context of 1) leading yourself, 2) leading others, 3) leading business, and 4) leading beyond within our New Leadership Learning Journey.

Whilst the principles serve as high-level mental models and behavioural guidelines, competencies allow leaders to put the principles into practice. Our interdisciplinary approach to competence development draws on frameworks and tools from various fields such as neuroscience, business strategy, coaching psychology, therapy, technology, and arts.



Download our New Leadership Whitepaper for additional and in-depth information on the topic: <https://trianglity.com/new-leadership-whitepaper/>

17

NEW LEADERSHIP PRINCIPLES

8

CORE COMPETENCIES

82

PRACTICAL TOOLS

Karlsruhochschule
International University

In 2021, trianglity started a collaboration with students from Karlsruhochschule International University on the topic of New Leadership. The students conducted in-depth research as well as a survey with executives and HR managers from diverse fields to scientifically validate the principles, competencies, practices, and overall structure of our New Leadership Approach.

OVERVIEW

1 - LEADING YOURSELF

We start by analysing the invisible influencing factors that have shaped your personal leadership identity. By examining your beliefs, values, and experiences around leadership, you develop a better understanding of the complexity your inner world and how it affects the way you deal with external challenges (team, company, environment, society). Enhancing your self-awareness by making the unconscious conscious is the first step to positively transform how you think, feel and behave as a leader.

2 - LEADING OTHERS

In the second module, we will focus on strengthening personal responsibility and self-organization in teams. Since New Leadership means being less of a decision-maker and more of a facilitator for decision-making processes, you will learn how to transform your leadership mindset in order to delegate with confidence, inspire interdisciplinary collaboration, foster transparency and communication by developing your coaching skills, harness the power of diversity to enhance creativity and strengthen psychological safety to grow autonomy, efficiency, and empowerment within and across groups.

3 - LEADING BUSINESS

In the third module, we will analyse your company's current value proposition and value creation process. The focus is on mapping out how social, technological, environmental, and economic trends are influencing your business model and how it has to transform to get fit for the future. In this context, we will explore the visible (business model, structures, processes) as well as the invisible (values, culture) parts of your organization and how both can be effectively changed moving forward through a variety of new leadership and agile management approaches.

4 - LEADING BEYOND

Finally, we will look beyond the boundaries of your business to explore how your organisation can contribute to positive social and environmental change by pursuing its' economic goals. We create a new leadership paradigm that is holistic and oriented towards sustainability on a financial, social, and ecological level.

METHODS & PHILOSOPHY

The New Leadership Learning Journey consist of 3 integrated elements: Classroom, social learning and on-the-job learning.



In the 4 training modules, our experienced trainers provide insights and know-how about New Leadership in interactive live learning sessions (classroom). In between the sessions, participants deepen their learnings in self-organised learning groups (social learning) through team challenges and receive support from our coaches at every step of the way. Moreover, participants have access to our carefully curated content library with an ever-growing number of practical methods and tools they can use to integrate their learnings into the context their daily work. In addition to 'what' participants learn, our Learning Experience Design Team places a strong focus on 'how' people learn. We believe that cognitive understanding is not enough to create lasting change. That is why emotional experiences, personal reflections, creative expression, gamification, and peer feedback are vital elements in each of our learning journeys to foster engagement and deep commitment towards personal and organisational growth among participants.

CONTENT & FLOW

Connect Session

In our first session, we invite participants to get crystal clear on their personal and collective purpose and goals for the learning journey ahead. They will also choose the tools and ground rules for collaboration during the program.

Module 1: Leading Yourself

We begin our journey by bringing awareness to the unconscious internal and external influences on your leadership identity:

- Understand how your personal values, beliefs, and experiences shape your leadership mindset and behaviours
- Become aware of the influence that your organisational history and culture have on your leadership style
- Learn how to effectively deal with triggering people / situations, cognitive dissonance, and self-sabotaging thoughts / behaviours
- Increase the congruence of who you are as a person (outside of work) and as a leader (at work / in your role)
- Strengthen your presence and awareness to respond more consciously to complex situations, instead of reacting from autopilot mode
- Grow your resilience, resistance, and flexibility to calmly navigate through challenging and uncertain situations



Module 2: Leading Others

After our deep dive into your inner world and investigated how you can catalyse personal change, we will focus on developing your mindset and competencies around communication, coaching, delegation, and facilitation to foster group transformation processes:

- Overcome internal silos to enable cross-functional and interdisciplinary collaboration, co-creation and innovation
- Practice letting go of command and control to increase self-organization, trust, and ownership within your teams
- Promote lateral and systems thinking within your teams
- Learn to communicate on a meta-level to foster authenticity and trust

- Understand the nature of personal and organisational transformation processes through the Hero's Journey and the GROW Model
- Empower groups to lead themselves and enable autonomous decision-making processes through Liberating Structures to increase flexibility, agility and speed
- Align the values and goals of your employees with those of the business
- Build strong and nurturing relationships beyond organisational roles by providing psychological safety, using the power of vulnerability, and promoting open and honest communication around individual and collective needs
- Transform destructive discussions into meaningful dialogues
- Integrate coaching, mentoring and facilitation skills into your leadership behaviour to effectively deal with interpersonal challenges
- Grow the unique potential and strengths of individuals and groups in structured ways through the SKATE Competence Model
- Learn how to build and effectively lead high performance remote teams
- Foster flow, energy, creativity, and successful collaboration in virtual and hybrid environments

Module 3: Leading Business

Now, we will take a look at your corporate culture and current business model to identify what needs to be removed / changed / added in order to get future-fit as an organisation:

- Discover relevant megatrends for your company and map out how they may impact your business
- Explore how you can harness the power of collective intelligence by co-creating new products and services with various stakeholders
- Understand the different ways in which you can change the fundamental beliefs, assumptions, and behaviours prevailing in your organisational culture
- Know when to draw structure and stability, and when to foster flexibility and agility in to effectively deal with complexity and uncertainty
- Learn how to manage the transition from hierarchical and bureaucratic systems towards decentralised, networked and agile ways of working
- Develop a shared purpose for organisational transformation and promote intrapreneurship to bring it to life
- Develop a systemic perspective on organisations and learn the fundamental principles of how complex social systems operate
- Explore which structures, processes and resources are best suited to successfully support the transformation of your company, and which tools and techniques you can use if your organisation resists any impulse to change

CONTENT & FLOW

Module 4: Leading Beyond

Finally, we look beyond the boundaries of your own business and explore how you can use the New Leadership principles, competencies, and practices to contribute to the positive change of society and earth:

- Deconstruct the meaning of sustainability, and what schools of thought, frameworks and models can be used to foster it within your organisation
 - Transition from a shareholder approach to stakeholder capitalism
 - Map out which values, beliefs, and assumptions may hold you and your organisation back from pursuing not only financial sustainability, but social and environmental sustainability
 - Use emerging technologies, data, analytics, and artificial intelligence to create a more sustainable future
 - Look at your organisation as a sub-system within the bigger system of society and the planet, and identify how you can harness this interconnection to foster innovation and positive transformation
 - Analyse what you have to do to shift from linear value creation to a circular economy approach
- Establish environmental and social sustainability practices in your daily actions
 - Develop 'human-only skills' like empathy, mindfulness, creativity, and intuition within yourself and across your company to raise your competitive advantage in the age of automation and artificial intelligence
 - Identify how you can develop a more sustainable business model using the Triple Bottom Line Business Model Canvas



ABOUT US

triangility is a vibrant community of Learning Designers and Leadership Experts from diverse disciplines who join their forces to pursue on one common goal: To empower positive transformation in people and organisations through the principles, competencies, and practices of New Leadership.

We believe that the world needs more than just great management. It needs human-centred innovation. Diversity and liberated workplaces. More dialogue than discussion. Digital and technological saviness. Responsibility beyond profits. Systems thinking and agility. Culture consciousness. The creativity of all.

CONTACT



www.linkedin.com/company/triangility



welcome@triangility.com