



Global Knowledge®



High Impact Leadership:
Delivering Results in the 21st Century

The Evolution of Leadership

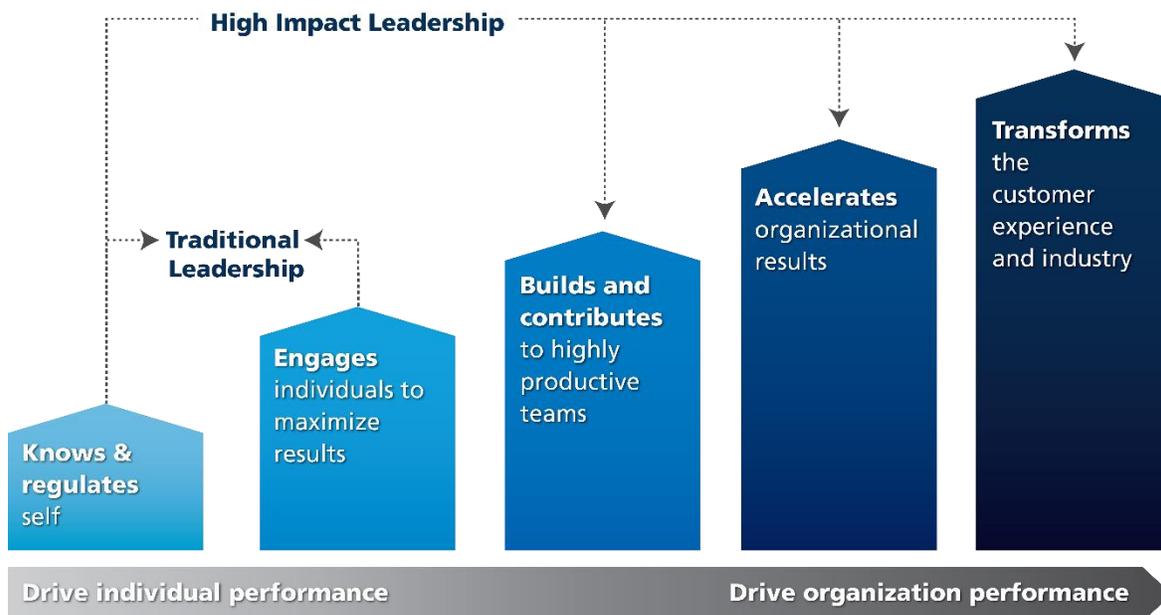
Leadership has never been as important as it is today. Organizations of every size are now grappling with unprecedented complexity because of digital change, increased competitive pressure and heightened employee expectations. Surviving and thriving in this new environment depends largely on the right kind of leadership.

The role of a leader is to achieve shared goals with and through others. Traditionally, this has required leaders to meet team goals by ensuring that subordinates performed their tasks appropriately. Under the old model, leaders kept employees engaged by assigning tasks, managing the employees' relationships with the organization, monitoring performance and maintaining high motivation.

Traditional leadership programs focused on helping leaders develop the skills and competencies required to drive individual performance. These programs trained leaders to set performance expectations, communicate effectively, motivate and provide performance feedback and coaching.

Of course, all these activities and competencies are still important. But they are no longer sufficient to satisfy the complex requirements of 21st-century business. Today's leaders are expected to do much more than supervise individuals. Today, leaders must have a positive influence on teams, business results, customers and even their industry.

Active Leadership Competencies



New Challenges Require New Skills and Competencies

Today's leaders need a new set of skills and competencies to complement the traditional ones already in place. These skills and competencies allow leaders to build highly productive teams, accelerate organizational results, transform customer experiences and maybe even redefine their industry. Today's leaders are expected to:

Build self-awareness

Great leadership starts with self-awareness. The modern leader works to understand personal strengths and opportunities in a volatile and uncertain environment. They have sufficient emotional intelligence to increase their personal and interpersonal success.

Practise and promote collaboration

As collaborative work becomes more common, today's leader manages people, processes and technology to create productive cooperation.

Leverage diversity

Never before have four generations been in the workforce at once. This fact, combined with increasing globalization, means that today's workforce is more diverse than ever. The best leaders respect and value individual differences simply because it's good for business. Great leaders understand the synergistic potential of diverse ways of thinking.

Seek and contribute to business insight

Today's leaders strive to understand their organization and industry, and they apply that knowledge in achieving their business goals.

Drive for results

To deliver results, today's leaders must navigate volatility, uncertainty, complexity and ambiguity. They need to set and promote their vision while maintaining a laser focus on what's important in a context of disruption.

Stay customer focused

There is no question that digital disruption has shifted the balance of power away from organizations to customers. The modern leader must ensure the customer's perspective is understood and considered in every decision.

Create possibilities

A recent study by a leading global consulting firm revealed that almost three quarters of today's organizations list innovation as either a core value or strategic priority. Leaders need to be continually seeking opportunities for improvement, and they must build a culture of innovation that helps translate possibilities into realities.

Lead and advocate change

Change is the new normal. Organizations must disrupt or be disrupted, and leaders need to provide the strategic impetus for that change. They need to be the change champions and gain support from senior leaders (to approve new initiatives) and/or employees (to increase commitment to the changes planned).



High Impact Leadership – Delivering Results in the 21st Century

High Impact Leadership – Delivering Results in the 21st Century is a Global Knowledge series of courses designed to help today's leaders succeed in this digitally disrupted, complex and ambiguous world.

Created using our award-winning design approach, this modular program helps leaders develop and refine the skills needed to influence teams, organizational results, the client experience and even their industry.

The flexible program consists of six course that can be bundled together, taken individually or combined in any order.

Series of Courses

Leading High-Performing Teams

½ day GK# 4513

With the rapid advancement of technology-enabled communication tools, teamwork and cooperation have become the standard in today's work environment. More and more individuals are able to connect and collaborate with colleagues from their work teams, peer groups and temporary project teams. The challenge is that while teamwork can produce better results, factors like diversity, distance and competing goals can stand in the way of success.

In order to profit from diverse and often dispersed teams, leaders need to be able to deal with conflict and capitalize on individual ideas and capabilities. This course will help leaders:

- Explain the characteristics of high performing teams
- Understand the difference between a group and a team in the 21st century
- Apply a model to identify how leaders and team members can accelerate team cohesion and performance
- Define diversity and explain 4 different types
- Describe the positive and potentially negative impacts of diversity on teams
- Increase collaboration and use technology to achieve better team results

Making Effective Business Decisions

½ day GK# 4516

As pressure to make better data-driven business decisions increases and the amount of data available continues to grow, leaders need to be able to think strategically and use the right information and approach to make decisions and optimize outcomes. The challenge is that there are many factors that can negatively impact a leaders' abilities to make good decisions. Knowing what data is most relevant and understanding how personal biases and tendencies can positively and negatively impact results is critical to success.

This course provides leaders with the insight they need to think strategically and make better decisions. During the course, participants will learn how to apply practical tools and models to improve the outcomes of their decisions. By the end of this course, participants will be able to:

- Define strategic thinking
- Identify biases in decision-making
- Explore using Personal Needs to identify decision-making preferences
- Understand how to use data to make better decisions
- Leverage tools to structure problems and make better decisions
- Learn how to react to feedback about decisions

Maximizing Your Emotional Intelligence

½ day GK# 4512

As the pace of change continues to accelerate and the business environment becomes more complex and uncertain, leaders frequently find themselves under pressure to (a) make critical decisions, often with little information or time, and (b) produce results. How a leader reacts in these difficult situations has a direct impact on teams, relationships with colleagues and overall business performance.

To increase success, leaders need to improve their awareness of their own biases. The next step is to devise strategies to manage their emotions for more consistently positive outcomes.

- Describe the challenges facing leaders today
- Define Emotional Intelligence (EI)
- Explain the importance of EI in today's business environment
- Identify personal strengths and development opportunities in relation to EI and how they influence the success of a 21st century leader
- Describe and implement tactics for developing EI

As a prerequisite to participating in the course, learners complete the EQi-2.0 Emotional Intelligence psychometric assessment and receive a detailed report on their results.

Building Your Business IQ

1 day GK# 4515

In today's complex business environment, leaders are faced every day with making decisions about how to maximize their time, productivity and business results. Making good decisions requires not only effective time management and judgment, but also an in-depth knowledge of their organization's business model and strategy, as well as the ability to understand how they contribute to the bottom line. The challenge here is that most leaders lack the business understanding required to make decisions from a business perspective.

In this course, participants will learn how to understand their organization's business model and strategy, as well as how to interpret financial results. After completing the course, they will be able to:

- Use a 9-part template to describe their organization's business model
- Understand their organization's Strategic Planning Process and Key Performance metrics
- Apply financial ratios to better understand how the organization is achieving their strategic goals
- Depict the connection between high level strategic goals and business unit and individual performance goals
- Read financial statements and determine their meaning

Leading Continuous Change

1 day GK# 4519

There is no shortage of research that suggests that the majority of change initiatives fail. Factors such as the lack of a clear vision, misalignment of leaders, inadequate communication and failure to hold people accountable all negatively impact the results of organizational change initiatives.

The challenge is there is no sign of the pace and amount of change slowing. In today's digitally disrupted world, continuous change is the new normal. To be successful leaders need to be able to prioritize and manage multiple change initiatives, avoid change fatigue and ensure that individuals and teams remain committed and connected to the direction of the organization. This course helps leaders plan and support continuous change. By the end of the course, participants will be able to:

Describe the five elements required for successful organizational change.

- Discuss the pace of change in today's business landscape
- Describe the Five Factors for Successful Change
- Distinguish between change management and change leadership
- Discuss three phases and supporting activities for each of implementing organizational change
- Recognize change fatigue and describe how to address it
- Apply steps to prioritize multiple, simultaneous change initiatives and use data to determine how to invest resources for maximum return
- Communicate compelling communications to create buy-in to change initiatives and action plans
- Use recognitions to accelerate change initiatives
- Create an action plan to minimize change fatigue and maximize return on your team's change efforts.

Leading Innovation

1 day GK# 4518

In today's complex and competitive business environment, innovation is key. In fact, in a recent study conducted by the Boston Consulting Group, more than three quarters of the business leaders surveyed ranked innovation as either their top, or one of their top three, strategic priorities.

The challenge is that many organizations struggle to truly innovate. Often, they are restricted by a narrow definition of innovation, or they are limited by thinking of innovation in relation to their industry or competitors. The Leading Innovation course helps leaders properly implement and support true innovation. By the end of the course, participants will be able to:

- Define innovation and the Innovation Value Chain
- Identify the cultural aspects that enable innovation
- Identify characteristics of innovative organizations
- Explore the elements of an innovation-friendly environment
- Assess organizational readiness for innovation
- Describe the steps in the innovation process
- Identify the 12 different ways that an organization can innovate
- Demonstrate leadership behaviours required to encourage and lead innovation