

## FLEXIBLE LEADERSHIP

### ADDING VALUE BY BALANCING MULTIPLE CHALLENGES AND CHOICES

#### Purpose

To help leaders at all levels prepare to deal with the challenges and opportunities they face and deliver consistently high levels of performance and sustainable results over time

#### Program Objectives

- Become familiar with the factors that impact organizational performance and the behaviors that effective leaders use to enhance the performance of their work units
- Clarify which leader and manager behaviors are essential to the success of your organization, and understand how others perceive your current use of these behaviors
- Learn how to establish the proper balance among trade-offs and leadership paradoxes that, on the surface, appear to be mutually exclusive
- Understand the link between your behavior as a leader and the work unit's financial and non-financial performance

#### Pre-Program Preparation

- Flexible Leadership 360° Feedback Survey (Optional)
- Reading—*Flexible Leadership: Creating Value by Balancing Multiple Challenges and Choices*
- Reading—background on simulated company

**Flexible Leadership Program Outline**

DAY ONE	DAY TWO	DAY THREE
<p><b>Program Introduction</b></p> <p><b>The Model of Flexible Leadership</b></p> <ul style="list-style-type: none"> <li>▪ The three determinants of organizational performance</li> <li>▪ Tools to enhance each performance determinant</li> <li>▪ Integrating the leader and manager role</li> <li>▪ Leadership paradoxes and trade-offs</li> </ul> <p><b>Flexible Leadership 360° Feedback</b></p> <ul style="list-style-type: none"> <li>▪ Feedback on the use of flexible leadership behaviors</li> <li>▪ Clarify strengths and areas in need of development</li> </ul> <p><b>Introduction to the Simulated Company</b></p>	<p><b>Skills for Enhancing Efficiency and Reliability</b></p> <ul style="list-style-type: none"> <li>▪ Operational Planning                             <ul style="list-style-type: none"> <li>- Goal setting</li> <li>- Developing implementation plans</li> </ul> </li> <li>▪ Managing Complexity                             <ul style="list-style-type: none"> <li>- Clarifying issues</li> <li>- Problem solving</li> </ul> </li> </ul> <p><b>Skills for Enhancing Adaptation</b></p> <ul style="list-style-type: none"> <li>▪ Innovation                             <ul style="list-style-type: none"> <li>- The innovation process</li> <li>- Video case study—The Deep Dive: IDEO</li> </ul> </li> </ul>	<p><b>Skills for Improving Human Resources and Relations</b></p> <ul style="list-style-type: none"> <li>▪ Building the competence and confidence of others                             <ul style="list-style-type: none"> <li>- Coaching and feedback</li> <li>- Empowerment</li> </ul> </li> </ul> <p><b>Simulation Round III</b></p> <ul style="list-style-type: none"> <li>▪ Opportunity to apply lessons from previous rounds and balance trade-offs</li> <li>▪ Role play with simulation characters                             <ul style="list-style-type: none"> <li>- Coaching and feedback</li> <li>- Empowerment</li> </ul> </li> </ul>
<p>Lunch</p>	<p>Working Lunch</p>	<p>Lunch</p>
<p><b>Simulation Round I</b></p> <ul style="list-style-type: none"> <li>▪ Strategic analysis</li> <li>▪ Clarify strategic direction</li> </ul> <p><b>Simulation Debrief I</b></p> <ul style="list-style-type: none"> <li>▪ Systems thinking</li> <li>▪ Situational awareness</li> <li>▪ Trade-offs between efficiency, adaptation, and human resources</li> <li>▪ Clarify leader paradoxes (strategic vs. operational, empowerment vs. control, change vs. stability, long-term vs. short-term goals)</li> </ul>	<p><b>Simulation Round II</b></p> <ul style="list-style-type: none"> <li>▪ Setting direction and establishing priorities</li> <li>▪ Consistency and clarity of communication</li> </ul> <p><b>Simulation Debrief II</b></p> <ul style="list-style-type: none"> <li>▪ Managing paradoxes and trade-offs</li> <li>▪ Alignment of goals and resources</li> <li>▪ Consistency of communication</li> </ul>	<p><b>Simulation Debrief III: Overall Results</b></p> <ul style="list-style-type: none"> <li>▪ Data on financial performance</li> <li>▪ Data on non-financial performance</li> <li>▪ How well were trade-offs managed</li> </ul> <p><b>Lessons Learned and Next Steps for Development</b></p> <p><b>Program Close</b></p>