

# CBS | THE BLUE MBA

## ALUMNI ACADEMY



### **Course Title: Leadership – Mobilizing People**

Course Duration: 2 Days

#### Course Overview:

Leadership is a matter of mobilizing people through the act of sensemaking. With greater responsibility follows an increased need to mobilize people through sensemaking – you need to lead rather than manage.

Sensemaking can be achieved through feedback, asking helpful questions, and demonstrating direction. Utilizing questions and feedback are critical to successful leadership practice, though rarely trained and utilized as you move up the hierarchy.

The act of sensemaking, however, starts with oneself. According to research, self-awareness is the number one predictor of overall success in leadership. Leaders who know themselves are better equipped to understand the people they work with, make mindful choices, and provide authentic leadership that inspires trust.

As an experienced leader, this two-day course will develop your self-awareness as a leader, and refine and train your capacity in the act of sensemaking and utilizing questions and feedback in your leadership practice. This will strengthen your capability to empower and mobilize people, enabling people to perform at their greatest potential.

## Learning objectives

- Leadership in its essence – linking leadership to the complexity of today’s world
- Leadership as a relational practice – the impact of the leader and the importance of knowing oneself – insight to leadership research and self-awareness
- Introduction to leadership as a practice of sensemaking – leadership at its backbone
- Building leadership on self-awareness, feedback and empathy – why and how?
- Exploring one’s own leadership practice – working with self-awareness
- Feedback as a leadership capacity – refining your existing capabilities
- Introduction to Humble Inquiry Framework – working with questions in practice
- Training of the Humble Inquiry Framework while
- Demonstrating direction – working with Iconic Moves
- Analytical sensitivity – when to utilize which aspects of sensemaking?
- Reflecting on feedback, questions, and self-awareness in a cross-cultural context
- Developing individual action plan to integrate the course learnings in one’s own practice

## Content<sup>1</sup>

				<b>DAY 1</b>
				<b>Leadership – mobilizing people through questions and authenticity</b>
<b>Time</b>		<b>Duration</b>		<b>Content</b>
<b>From</b>	<b>To</b>	<b>Hours</b>		
09:00	10:30	1:30		<b>Leadership at its backbone</b> <ul style="list-style-type: none"> <li>• Defining leadership as a relational practice – and implications hereof</li> <li>• Linking leadership to the complexity of today’s world – what do we need in today’s world?</li> <li>• The role of the leader and the importance of knowing oneself – insight to leadership research and self-awareness</li> </ul>
10:30	11:00	0:30		Break
11:00	12:30	1:30		<b>Leadership as a sensemaking practice</b> <ul style="list-style-type: none"> <li>• Introduction to Sensemaking framework</li> <li>• Questions, feedback, and demonstrating direction</li> </ul>
12:30	13:30	1:00		Lunch

<sup>1</sup> The client is entitled to require additional customization and greater focus on specific aspects of the syllabus. Any requests for additional coverage can be accommodated.

13:30	15:30	2:00	<b>Training Humble Inquiry and exploring self</b> <ul style="list-style-type: none"> <li>• Introduction to Humble Inquiry framework – a framework to relevant questions</li> <li>• Utilizing (and training) the Humble Inquiry framework in groups, the participants will explore individual leadership values</li> </ul>
15:30	16:00	0:30	Break
16:00	17:30	1:30	<b>Authenticity, values and link to practice</b> <ul style="list-style-type: none"> <li>• Being authentic in a complex world</li> <li>• Mapping personal strengths and values – linking today’s learnings and experiences to practice: what do you stand on (your strengths and values), and what will you continue to work with</li> <li>• Formulating specific action initiatives, linking to own practice</li> <li>• Utilizing Humble Inquiry to dive deeper in one’s practice</li> </ul>

				<b>DAY 2</b>
				<b>Leadership – mobilizing people through feedback</b>
<b>Time</b>		<b>Duration</b>		<b>Content</b>
<b>From</b>	<b>To</b>	<b>Hours</b>		
09:00	10:30	1:30		<b>Refining and adjusting: Feedback capacity</b> <ul style="list-style-type: none"> <li>• Feedback as a learning opportunity</li> <li>• Feedback framework – standing on your existing capacity</li> </ul>
10:30	11:00	0:30		Break
11:00	12:30	1:30		<b>Demonstrating direction</b> <ul style="list-style-type: none"> <li>• The leader as a role model</li> <li>• Walk the talk – and talk the walk</li> <li>• Mini-case: Iconic Moves</li> </ul>
12:30	13:30	1:00		Lunch

13:30	15:30	2:00	<b>Leadership as a sensemaking process – the full picture</b> <ul style="list-style-type: none"> <li>Analytical sensitivity: Feedback, questions, telling or demonstrating direction</li> <li>Case: Based on different scenarios – when is what helpful?</li> </ul>
15:30	16:00	0:30	Break
16:00	17:30	1:30	<b>Planning for leadership development</b> <ul style="list-style-type: none"> <li>Growing as a leader happens in practice – What do you need to implement and keep growing as a leader?</li> <li>Building on yesterday’s action initiatives</li> </ul>

Case Studies and link to practice:

Working with examples from own practice  
Cases developed to train experienced leaders

Delivery Method:

Lectures and presentations by experienced academics and industry professionals  
Group discussions and interactive sessions  
Hands-on exercises and simulations

Certification:

Participants who successfully complete the course will receive a certificate of attendance.

Target Audience:

This course is suitable for experienced leaders with at least 5 years of leader-experience. Working with both feedback, questions and awareness, both introduction to frameworks as well as discussions will be based on the assumption that participants have practical experience to contextualize the material as well as a foundation to refine.

Note: The course content may be subject to updates and modifications based on the latest developments within the research field of leadership and leadership development.