

CBS | THE BLUE MBA

ALUMNI ACADEMY



Course Title: Leadership in a VUCA world

Course Duration: 2 Days

Course Overview:

Leading in a world with is volatile, uncertain, complex and ambiguous (VUCA) calls for strong leadership. Leaders are to navigate and lead across hierarchies, across the organizational chart, beyond cultural differences and maybe even to lead outside the organization. Leaders have to secure and maintain followership in a context that is everchanging with people they have little or no formal authority over. The question is how to go about this within a VUCA world?

This two-day course utilizes the participants' own context and leadership challenges to train, refine and develop experienced leaders' capabilities to analytically assess the systems they act within. We will work to develop and strengthen psychological safety with *relevant* people and construct *action initiatives* that will push the participants leadership challenges forward and excel in performance in a VUCA world.

Learning objectives

- Insights as to what a VUCA world calls on in terms of leadership
- Leadership from a systemic perspective – how to utilize the world's interconnectedness as a leader
- Introduction to wicked problems – a way to work with leadership challenges

- Introduction to Leadership Landscape Framework – navigating in a VUCA world as well as in the everyday leadership practice
- Train Leadership Landscape Framework, to analytically assess one’s own systems in relation to one’s challenge(s) – a visualization that helps organize and prioritize relations and actions in an everyday with limited time
- Introduction to psychological safety – a measure to followership
- Placing psychological safety within the Leadership Landscape Framework
- Based on exercises and analytical findings from one’s own context we develop an individual action plan to integrate the course learnings in one’s individual practice

Content¹

				DAY 1 Leadership in a VUCA world – wicked problems in a systemic world
Time		Duration		Content
From	To	Hours		
09:00	10:30	1:30		Leading in a VUCA world <ul style="list-style-type: none"> • The essence of leadership – at its backbone • Implications of a VUCA world on leadership • Leader capacity to train in a VUCA world
10:30	11:00	0:30		Break
11:00	12:30	1:30		Wicked problems and systemic leadership <ul style="list-style-type: none"> • Introduction to wicked problems • Leadership in a systemic perspective • Case: Analytically working with the notions of wicked problems and leading systemically
12:30	13:30	1:00		Lunch
13:30	15:30	2:00		Leadership Landscape Framework <ul style="list-style-type: none"> • Introduction to the Leadership Landscape Framework • Utilizing and training the framework in relation to one’s own context
15:30	16:00	0:30		Break

¹ 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.

16:00	17:30	1:30	<p>How to learn more?</p> <ul style="list-style-type: none"> Developing action initiatives that can increase knowledge and awareness of the system – where to orient to secure and maintain followership?
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Time		Duration	Content
From	To	Hours	
			<p>DAY 2 Leadership in a VUCA world – psychological safety as a measure to followership</p>
09:00	10:30	1:30	<p>Psychological safety and a VUCA world</p> <ul style="list-style-type: none"> What is psychological safety? And why is it particularly relevant in a VUCA world? How can a leader enhance psychological safety – beyond hierarchies?
10:30	11:00	0:30	Break
11:00	12:30	1:30	<p>Psychological safety in a cross-cultural context</p> <ul style="list-style-type: none"> Implications of a cross-cultural context on psychological safety Case: Analytically working with developing psychological safety in cross-cultural context
12:30	13:30	1:00	Lunch
13:30	15:30	2:00	<p>Revisiting the Leadership Landscape Framework</p> <ul style="list-style-type: none"> Based on yesterday’s individual Leadership Landscape: Integrating the notion of Psychological Safety – which relations need attention? Which actions can be taken? Building the <i>right</i> relations to succeed in a VUCA world
15:30	16:00	0:30	Break
16:00	17:30	1:30	<p>Planning for leadership development</p> <ul style="list-style-type: none"> Developing individual action plans: Growing as a leader happens in practice – what do you need to implement and keep growing as a leader?

Case Studies and Industry Insights:

Working with own leadership challenges and context
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

Certification:

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

Target Audience:

This course is suitable for experienced leaders. The course is developed to leaders who navigate in complex contexts with a high level of interconnectedness across the organization, outside the organization, with high level of political influence and/or complex cultural impact. The course will utilize the participants' practical experience to contextualize the material as well as a foundation to refine and develop further.

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.