



# THE BUSINESS LEADERSHIP ACADEMY

## Leading Leaders

- Being Chief Leading Officer  
of People and Culture!

Creating Meaning, Hope and Performance  
in Your Organisation

Pre-Work

\* \* \* \*

## Leading Leaders

*How much are you willing to pay to be a successful leader?*

*Successful followers, teams and organizations don't just show up – they evolve into a state of admiration because somebody takes responsibility for performance, skills, behaviours and culture.*

*Is that somebody you?*

*In positive case you'll first have to deal with the conversation inside yourself between the 'whiner' and the 'whisperer' – ie the discussion of giving up, or giving it yet another go – what wins?*

*At its essence **"Leading Leaders"** is a constant conversation with your colleagues titled 'better people = better company' about going new places, search new standards, ways of working, and being more brilliant humans and leaders.*

*Your role is to nudge for more – are you ready? What wins? The whiner or the whisperer?*

*You choose your success!*

Thank you very much for attending **"Leading Leaders"**! I am immensely looking forward to our time together.

In September 2018 I sat with Mr Flemming Jacobs, ex shipowner of A.P. Moller and long-time Board Chair and Board executive of several corporations, who explained how boards tend to prefer c-suites with short term execution abilities rather than critically asking; *"are these the people to take this company into the future – 5-10 years from now?"* Let me pass it to you; *"what competencies works for you – high or low quality – what are you breeding?"*

In March 2018 a CEO and I discussed how the quality of his C-suite would influence a final valuation of the company prior to a sale process. Without hesitation the CEO stated that an extra DKK 25 MIO was on the table if a great top team could be assembled. I left baffled that what he saw so clearly wasn't already implemented, but it emphasized 1) there is a "market value to leadership", 2) if you don't action, you might loose long term value. Hence, *have you ever consider what the value of your team is?*

Many years ago Lars, a senior colleague in Maersk Line. attended an 8 week executive training at Harvard Business School. Upon return no-one was invited to understand the learning and how it may be useful for the organization. The modus of operandi of **"Leading Leaders"** addresses this. The investment, learning and work is not only about you, but equally about your direct reports, your skip-level colleagues – yes, the entire organization. It goes to say, your success with **"Leading Leaders"** depends on your ability to mobilize, engage and create hope in your colleague.

**"Leading Leaders"** will challenge your thinking by ways of;

- Is your work and leadership right for the future version of your organization?
- Is your behavior leading to collective learning, innovation and culture which will create an edge?
- What is the state of your direct team vs future needs

With **"Leading Leaders"** you have much work ahead of you – but please bear in mind, you do this for yourself and ultimately for the success of your people – so let's get started, we have a future to win!

The Very Best,

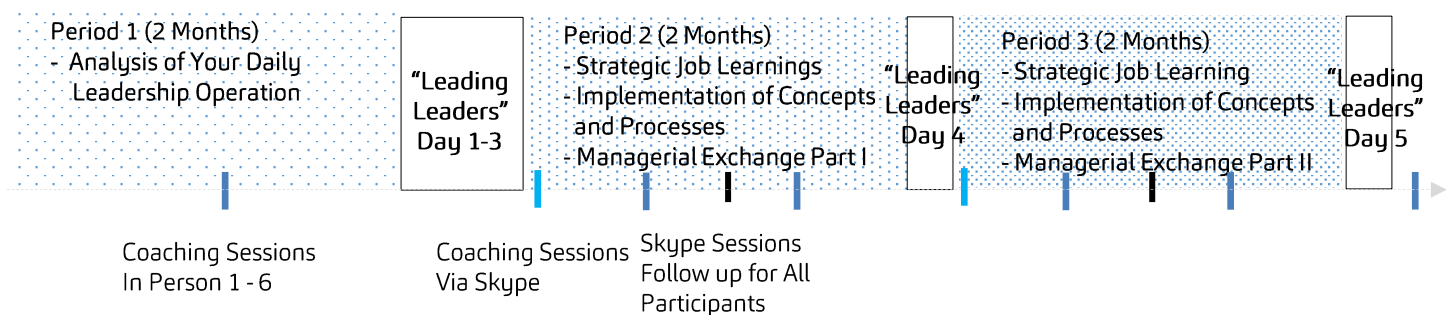
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## Program & Process

Timing	Day 1	Day 2	Day 3	Day 4	Day 5
Open: 9:00AM	Welcome, Introduction, Expectations, OKR's for Day 1	Learning Day 1 OKR for Day 2	Learning Day 2 OKRs for Day 3	Introduction OKR Day 4	Introduction OKR Day 5
	The Value of Leadership Part I	Leading at a New Level - Leadership Pipeline + Executive presence	Hack My Challenge I	Managerial Exchange Part I	Managerial Exchange Part II
			Performance Review		Strategy – People & on the Frontline
Personality Analysis, 180/360 deg. Feedback + Blind Spots	Winning Organizations, Cultures + Valued Spots	Coaching: World Class, Top, Moderate, 'More to be Wanted'	Hack My Leadership Challenge II	World Class Teams - Revisited	What Is Our New Index of Leading?
Lunch: 12:30- 1:15PM					
	How You Think + The Multiplier of Me	Winning Teams Strategies	Coaching...continued	What Is My Own New Index of Leading?	How Do New Standards Work?
	How I Can Serve as Chief Meaning Officer, with My Leadership Vision, Values and Contribution Chief Economist of People	Winning Individuals, Index 100->150, Performance; 'A-D Players' + Re-skilling, Up-skilling, People Learning Plans	Putting Learning into Practice + Coaching + Managerial Exchange	Performance Culture	The Value of Leadership Part II
			10 Things I'm Learning	Roll Out Plans For Next Phase	Hack My Leadership Challenge III
Evening Work	OKR Review for Day 1	OKR Review for Day 2	OKR Review for Day 3	OKR Review for Day 4	OKR Review for Day 5
	Speech: Who Am I? What Have Formed My Leadership?	Speech: Why I Want to Be Led by You	Closing 4PM	Closing 5PM	Closing 5PM

### Concept:

5 Days "Leading Leaders", 6 \* Coaching Sessions, 3 Periods \* 2 Months of Exercises, Managerial Exchanges



# Leading Leaders

## Pre-work:

Collectively, the preparation for “Leading Leaders” consists of:

1. Personality Test (PTP) – approx. 30 minutes
2. Readings & Videos/ podcasts/ webinars:
  - 2.1. Links to all articles and videos can be found in this **Pre-Work**.
    - 2.1.1. Articles not available directly on the web, can also be located on this page: <https://thebusinessleadership.academy/for-participants/>
    - 2.1.2. *A limited amount of articles and videos are optional reading/ viewing, they are marked with Italic.*
  - 2.2. Preparation per day:

	Pre-Training	Day 1	Day 2	Day 3	Day 4	Day 5
Readings Pages:	75	141	106	107	74	125
Videos etc: Hrs/min/sec	0/ 50/ 06	3/ 9 / 22	2/ 20/ 10	1/ 16/ 53	2/ 20/ 35	3/ 13/ 0

- 2.3. The starting point is to read and watch all articles and videos.
- 2.4. As a minimum please do read 1 (one) article or watch 1 (one) video to every subject
3. Notes to be prepared for various parts of the training - typically in the “**Work Book**”

## Ahead of the Training:

You are receiving:

1. This pre-work overview
2. Manuals will be mailed to you/ handed over in person
3. People-Test-People (PTP) is a personality analysis from company People Test System to arrive latest 10-14 days from signing up for the training. (Please expect about 30 minutes to conclude). Results will be handed out at the training and discussed.  
Please ensure to check for the email links, also in your filtered email-boxes.
4. It's very much recommended that we meet in person or via video to discuss the process ahead, your obligations and expectations to contribution before, during and after the training. Upon receiving this note, please reach out to coordinate timing!

## Principles:

1. The focuses/audiences of “Leading Leaders” are:
  - 1.1. You as a leader and a human,
  - 1.2. Your management team/ direct reports
  - 1.3. Your colleagues on the front line
  - 1.4. Your company and culture
2. Your real return on investment rests with the ability to impact, move and develop people, team and culture.

Pre-Training:

### 1.7 Freeing Up Fridays for Leadership

A suggestion to your “Project 1” is to become 20% more productive!

In meeting executives and leaders you come to realize that a common hurdle for exercising leadership is shortage of time and impulse of the daily operation which translates into working and leading at a wrong level.

The aims of this exercise are:

- I. Time management; Free up your Fridays for leadership, innovation and business development
- II. Right-levelling your leadership; design leadership for the various levels of the organization
- III. Scope: you + your immediate group of references

#### **1. Time Management:**

Scope and target:

- 1.1. Identify how you spend your time
- 1.2. Identify which activities you are involved in
- 1.3. Make deliberate choices to become efficient so you can free up 5-8 hours weekly for activities you would otherwise postpone or claim not having time for; for instance leadership, innovation and business development.
- 1.4. Decide on what to:
  - 1.4.1. Continue doing
  - 1.4.2. Continue doing, yet more efficient
  - 1.4.3. Delegate to others
  - 1.4.4. Stop doing altogether

Suggested actions:

- 1.5. Download the app [Toggl](#) (Free)
- 1.6. Start timing your every activity for 1-8 weeks
- 1.7. Divide your activities into chunks, for instance:
  - 1.7.1. Customers –
    - 1.7.1.1. Fase 1 – first calls or emails/ canvas...
    - 1.7.1.2. Fase 2 – Customer visit
    - 1.7.1.3. Fase 3 –
  - 1.7.2. Administration –
    - 1.7.2.1. Invoices
    - 1.7.2.2. Planning
    - 1.7.2.3. ...
  - 1.7.3. Leadership –
    - 1.7.3.1. Fase 1 – Prepare 1:1's/ performance appraisals
    - 1.7.3.2. Fase 2 – Actual face-to-face meetings
    - 1.7.3.3. Fase 3 – Follow up
    - 1.7.3.4. Fase 4 ...
  - 1.7.4. Off-line –
    - 1.7.4.1. Private web-surf during working hours
  - 1.7.5. Innovation –
    - 1.7.5.1. ...
  - 1.7.6. Meetings

- 1.7.6.1. ...
- 1.7.7. *"Your own activities"*
  - 1.7.7.1. ...
- 1.8. Every week, bi-weekly – every participant should download their results and bring forward to you or their manager to discuss
  - 1.8.1. How time is utilized?
    - 1.8.1.1. **NB!!** The point is not to question every action and activity for the sake of it, but to;
      - 1.8.1.1.1. Instil the urge/need to be self-critical about how time is utilized
      - 1.8.1.1.2. Identify a factual reason to debate productivity
      - 1.8.1.1.3. Point to areas where manual work can potentially be automated – and then do something about it, for instance convert speech to text to speed up time utilized on emails, reports etc
      - 1.8.1.1.4. This is a matter of marginal gains, ie you will hardly find 10% in one swoop, but it is a matter of adding up the 1% with 1% with another 1% etc...
  - 1.8.2. How productivity can be improved?
  - 1.8.3. Does everyone do the right things – as per the strategy? per job description? per objective? per their managers intend? or as per the need of the team or company?

Readings/ Inspiration:

Technology – Do you automate?

- a. [The digital future of work: What will automation change?](#) (7:30 min)
- b. [The digital future of work: What skills will be needed?](#) (5:29 min)

Time Tracking:

- c. [Time Tracking Experiment: What I Learned After Analyzing Every Minute of My Life for 30 Days](#)
- d. [Stop Playing the Victim with Your Time](#)

About productivity:

- e. [Great Companies Obsess Over Productivity, Not Efficiency](#)
- f. [Productivity Skills to Help You Gain Time Back](#)
- g. [Micro Class: 10% = 1 Month \(3:42min\)'](#)
- h. [Why New Personal Productivity Efforts Don't Stick](#)

Marginal Gains

- i. [Marginal Gains](#) (first 2:53 min)
- j. [Micro Class: Romancing Your Discomfort Zone](#) (first 4:11 min)

Time Management:

- k. [Time Management Techniques for Insanely Busy People](#)
- l. [Before You Set New Goals, Think About What You're Going to Stop Doing](#)

On Emails:

- m. [How to Spend Way Less Time on Email Every Day](#)

On Meetings:

- n. [How Create the Perfect Meeting Agenda](#)
- o. [How to run an effective meeting](#)

Delegation done right:

- p. [A personal approach to organizational time management](#)
- q. [For Delegation to Work, It Has to Come with Coaching](#)

About Procrastination:

- r. [Research-Based Strategies for Overcoming Procrastination](#)
- s. [The Art of Stress-Free Productivity](#) - David Allen – (22:15 min)

On overload:

- t. [5 Things to Do When You Feel Overwhelmed by Your Workload](#)
- u. [5 Key Behaviours to Make Yourself Resilient to Stress How to ask for help at work without looking weak](#)

## 2. Leading at the Right Level

Aims of this exercise are:

- 2.1. How are norms and quality of the current work - how should the future look like?
- 2.2. What are required to design and deliver future high performing individuals, talented leaders and mature the current leadership team?

Suggested actions:

- 2.3. You would want to scope an organisational ladder for the company, addressing how each layer, or employee group should have standards for –
  - 2.3.1. Pursuing business growth/ KPI's/ performance, etc'
  - 2.3.2. Dealing with management/ managing their work
  - 2.3.3. People/ people development, including skills, individual strengths
  - 2.3.4. Role-modelling/leadership/ values
  - 2.3.5. Relationships/ stakeholders – how should we contribute
  - 2.3.6. Growth and innovation
  - 2.3.7. Social responsibility
  - 2.3.8. ...

Inspiration:

Leadership Pipeline:

- v. [An introduction to the leadership pipeline](#) (7:48 min)
- w. [Leadership Pipeline – How to Build the Leadership Powered Company](#)

On Micromanagement:

- x. [How to Tell Your Boss to Stop Doing Your Job](#)

About under-management:

- y. [Under-Management Is the Flip Side of Micromanagement – and It's a Problem Too](#)

On macro-management

- z. [Replace Micromanaging With Macro-managing For Leadership Success](#)

## Day 1

### 2.1 Objectives & Key Results + Expectations

1. Using page 8-9 of the **Work Book** manual - ahead of the training please prepare a set of OKR's relating to;
  - 1.1. Your personal development
  - 1.2. The development of your direct reports as an outcome of your participation in the training
  - 1.3. The change you want to see in/around your skip-level employees (the organization)
2. This is going to be a great training because...?
3. What is the real purpose of this training?
4. Please prepare a short introduction of yourself, including:  
Name, company, area of responsibility, age, brief family situation, hobbies? – and, one unique feature about yourself you are proud of

### 2.2 Leadership & Management

What is leadership and management?

1. Please read and watch the articles and videos at page 27, and for both leadership and management, and for levels of strategic, tactical and operational define 5-7 various functions/ things to do/ manners of work.
  - 1.1. Which time horizon do leaders and managers operate with respectively?
  - 1.2. What is their appetite for growth – in % year-on-year?
  - 1.3. What is their willingness to take on risks?
  - 1.4. How is power being exercised respectively by managers and leaders?
2. How do leaders and managers see followers differently?
3. What is your definition of leadership and management?
4. In your organization what is the general split between leadership and management tasks in your organization – on all levels, and which culture does it foster?
5. In your role - what is an optimal split between leadership and management?
6. Please explain how management and leadership are distributed when....?
  - 6.1. Over-managed and under-led? Over-led and under-managed?
  - 6.2. Lead and managed in a balanced fashion? How can it impact your people strategy?
7. How should you lead leaders?
8. Why do you deserve to lead followers?

Inspiration:

Leadership:

- a. [Leadership explained – “Do You Love Your Wife?”](#) - Simon Sinek – (11:32 min)
- b. [Parenting is the Closest Thing to Leadership](#) - Simon Sinek (2:04 min)
- c. [What's the Difference Between Leadership and Management?](#)
  - aa. [Leadership vs. Management – Understanding the Differences](#) (Download as interested)

Followership:

- d. [To Be a Good Leader You Must First Be a Good Follower](#)
- e. [A Brief Discussion on the Significance of Followership](#)
- f. [The F-word You Need More of at Work - or Get Fired](#)



Millennials

- g. [This Is Why You Don't Succeed - Simon Sinek on The Millennial Generation](#) (16:01 min)
- h. [What Do Millennials Really Want at Work](#)

The Future of Leadership:

- i. [First lets Fire All the Managers](#)

Leading Leaders:

- j. [PNTV: Extreme Ownership by Jocko Willink and Leif Babin](#) (11:10 min)
- k. [Leading Leaders](#)
  - aa. [Parenting Champions](#) (Download as interested)

## 2.3 The Value of Leadership Part I

Aim/ principles:

- 1. What is the economic value of your leadership team today, and by end of the process? – and/or
- 2. Which KPI could guide you use to express the profitability of your work force?

Scope and target:

- 3. Use one, more, or other means of calculator to compute a value/ index for your leadership team, economic profitability per employee, for instance
  - 3.1. [Profitability per employee](#)
  - 3.2. [Dave Ulrich Assessment](#)
  - 3.3. External advice/ input from bankers, auditors, private equity or similar..

We will discuss your findings during the training, thus please prepare:

- 4. How did you go about the exercise?
- 5. What are your findings?
- 6. What did you learn during the exercise about:
  - 6.1. Your executive team? Your colleagues? Yourself?
  - 6.2. Your company – your board/ manager, your culture, your customers etc?
  - 6.3. What did you not see – until now, being asked?

Inspiration:

- a. [What If Companies Managed People as Carefully as They Manage Money](#)
- b. [Leadership Capital Index](#) – Dave Ulrich (2:35 min)
- c. [Leadership Value](#) – Dave Ulrich (2:34 min)
- d. [Great Leaders Can Double Profits Research Shows](#)
- e. [Putting a Price on People Problems at Work](#)

## 2.4 Personality Analysis

The intend of this exercise is to highlight:

- I. Our personal strengths, and the connection between strength and our performance
- II. Traits to strengthen for the benefit of team work and productivity of others
- III. How you as a leader impact other people

Nobody will ever become a perfectly rounded individual adored by and with everyone wanting to work for you. What we can strive for is to become a noble human being and leader who with customer-centric perspective aims to create as much stakeholder value as possible.

1. Prior to this training please conduct a personality analysis (PTP) - link to be provided – feedback to be offered during the training. On beforehand, please consider:
  - 1.1. What would your personality analysis say about;
    - 1.1.1. Your past use of strengths
    - 1.1.2. The connection between your personal strengths and your business results? traits?
  - 1.2. Your current arsenal of strengths?
    - 1.2.1. How does your personality support your current duties and obligations?
  - 1.3. Your future ability to lead the organisation?
    - 1.3.1. Where might you need to strengthen capabilities to accept new types of duties, functions and responsibilities?
  - 1.4. Potential blind spots?
  - 1.5. Might you have de-railers in your range of character traits?

Inspiration:

Self-awareness:

- a. [What Self-Awareness Really Is \(and How to Cultivate It](#)
- b. [How To Move From Self-Awareness To Self-improvement](#)

Personality:

- c. [Can You Change Your Personality?](#)
- d. [PNTV: The Power of Habit by Charles Duhigg](#) (10:03min)
- e. [Organizations Can't Change If Leaders Can't Change with Them](#)

Blind spots:

- f. [How to Conquer Your Blind Spots](#)
- g. [Honest liars](#) - Cortney Warren (13:47 min)

Career De-railers:

- h. [The Greatest Threat to Success and How to Avoid It"](#) (4:23min)
- i. [Why do so many incompetent men become leaders?](#) (9:32 min)

## 2.5 Personality – Feedback from Your Organization

The intension of this exercise is to realize the honest feedback from your organization via 1:1 interviews. This exercise replaces a classical 360-degree electronic feedback which are subject to positive biases towards you.

This exercise may be the most difficult you will encounter during this training as its validity is confirmed by your ability to learn the full range of view of your performance, leadership/ management or lack thereof.

1. Prior to the training please conduct personal 1:1 interviews with a number of your key stakeholders
  - 1.1. Minimum 2 x members of your board
  - 1.2. Your direct manager/ executive (as possible)
  - 1.3. Minimum 2 x members of a peer level (as possible)
  - 1.4. Minimum 2-4 x members of your direct line of reference
  - 1.5. Potentially 2-4 members of your skip-level references
2. For your benefit of the exercise, please consider:
  - 2.1. It is your responsibility to set the scene and charge the dialogue so that your colleagues feel safe to talk and ready to offer insights you might not otherwise have received

- 2.2. The feedback should offer insight both that past, the current and ideas for the future
- 2.3. Listen and ask for “*what I don’t hear, or haven’t asked for*” – in other words, what don’t you know that you ought to know about yourself, the organization, its culture and your ability to win.
3. What are you learning?
  - 3.1. What do you intend to do about your learnings?
  - 3.2. How will the organizations be able to see/ know what/ that you have ‘learned’?

You may want to download/ use both or either of “[Leadership Audit Questionnaire #1 or #2](#)” – and mould/ add in questions as you deem necessary, or use any other scheme of questions you desire.

Inspiration:

- a. [How To Get Eye-Opening Feedback From Your Employees](#)
- b. [Top Ranked Leaders Know This Secret: Ask For Feedback](#)

Instructions:

- I. You review and adjust the questionnaires to fit your audience
- II. Email the questionnaires. Ask for written feedback within 5 working days, and invite for a brief 1:1 meeting about the results to understand trends/ outlier results.
- III. Review the collective feedback for inspiration

## 2.6 How You Think + The Multiplier of Yourself

This exercise is inspired by;

[The Hidden Influence of Social Network](#) (18:44 min) explaining how we are imbedded in multiple networks which impacts our lives and well-being. At least watch the first 1min 15secs.

(About a terminally ill woman → whose daughter is exhausted from caring for her → the daughter’s husband is sick from wife’s exhaustion → husband’s friend is depressed from husband’s sickness...)

Please be ready to debate:

1. How may the strengths in your behaviour impact your networks?
2. How may ‘weaknesses’ or blind spots in your behaviour impact your network?
3. Have you consider if you have ‘moved in’ with your employees, meaning how are you the topic of dinner conversations?
4. What may you – or your direct reports – do, or has a habit– and don’t do - that may provide happiness or troubles for people around you?
5. How may your presence be directly linked with the results of your company?
  - 5.1. Financial and non-financial metrics (employee engagement survey) – see engagement
6. How may the customers respond to you – or not respond?

Inspiration:

Multipliers:

- a. [How the Best Leaders Make Everyone Smarter](#) (10:11 min)

Impact on others:

- b. [Best-Self Activation - Professor Dan Cable](#) (13:42min)
  - aa. [You are contagious](#) (18:16min)

- c. [The Trickle-Down Effect of Good \(and Bad\) Leadership](#)
- d. [3 Ways Senior Leaders Create a Toxic Culture](#)
- e. [Why Do So Many Managers Forget They're Human Beings?](#)

Leaderships Impact on Customers:

- f. [9 Leadership Behaviors That Drive Customer Loyalty](#)
- g. [The Key to Happy Customers? Happy Employees](#)

### 2.6.1 Engagement

Please debate:

1. As general rules of thumbs how would you define behaviours and performances of the respective groups of employees?
2. What is the economic implications of engaged versus unengaged versus actively unengaged employees?
3. What is the actual employee engagement in your organization?
4. How does the scores/ indication impact culture, moods, productivity, innovation, etc in your organization?
5. How may you be participant to the employee engagement – and thus to which extend may you also be part of any solution required?
6. Is there such a thing as 'low-maintenance engagement' – and how would it work?

Inspiration:

- h. [Helping People Win At Work: WD-40 Tribal Leadership with Garry Ridge](#) (17:51 min)
- i. [Engaging Your Employees Is Good, but Don't Stop There](#)
- j. [Why Good Managers Are So Rare](#)
- k. [What Drives Global Engagement](#) (4:54 min)
  - aa. [The overlooked essentials of employee well-being](#) (Download as interested)
- l. [Is Employee Engagement Over-Rated? Podcast with Patty McCord](#) – (Time 1:40 – 6:07 min)
- m. [How Managers Drive Results And Employee Engagement at the Same Time](#)

### 2.7 How I Can Serve as Chief Meaning Officer

"Chief Meaning Officer" is an expression used amongst others by Jack Welch in "[What is the Role of the Leader](#)" (4:44 min)

This exercise aims to define your personal purpose, values, debate self-discipline, reputation and impact team.

Inspiration:

- a. [PNTV: The Way Of The Seal](#) (13:09 min)

Purpose:

- b. [To Lead, You Need a Personal Leadership Philosophy. It's Not Optional Any More.](#)
- c. [Here's How to Write an Impressive Personal Mission Statement](#)
- d. [My Personal Leadership Statement](#)

Values:

- e. [How to Define Your Personal Values](#)

Self-discipline:

- f. [Beyond Willpower: Cognitive Strategies for Self-Control](#)
- g. [Discipline Equals Freedom](#) (1:53min)

Reputation:

- h. [Reputation Matters But Character Leads The Way](#)
- i. [One Powerful Way To Control Your Leadership Reputation](#)

Impact Team:

Look at the status of your company – see past this current exercise – and ask yourself, who will you need in the near, medium, long term future to move forward your organization and personal agenda?

- j. [The 4 People Who Will Help You Achieve Your Goals](#)
- k. [You Are The CEO of Your Life!](#)

## 2.8 My Story

The name of this exercise is “My Story”.

1. Please prepare a 12-15 minutes speech.  
The context is; You want to intensify trust inside the team of co-participants by offering an insight to who you are. Please tell the most significant (emotional) experiences of your life.
2. The exercise will run alike this:
  - 2.1. The first speaker announces “my story”
  - 2.2. Co-participants observe for scores and feedback to content, style, genuity, engagement and ‘x-factor’.
  - 2.3. Upon completion each co-participant offers 1-2 minutes feedback
  - 2.4. The speaker can only accept, but not explain or comment on the feedback
  - 2.5. ...next speaker

Inspiration:

- a. [Whats Your Story](#)

Content – you may choose to draw from:

Early life:

- I. Where you were born and under which circumstances did you grow up?
- II. In your formative years - what work did your parents do? How did/may it have influenced you?
- III. Your relationships at home – who did you look-up to, how did they impact you?
- IV. Success and set-backs you experienced in school - primary, secondary, and high school, college and university – how did they mark you?
- V. Experiences that shaped or changed your life - your best advice received?

Business:

- VI. Companies, bosses and colleagues – where and who have you worked with throughout your career? Pick one who made a particular impression on you, and why?
- VII. Milestones and success – invite us into some of your best achievements/ moments and how they touched you?

- VIII. Dragging moments – how and where did you feel challenged/ dragged back – how did they impact you?
- IX. Principles, values, commitments, convictions, preferences – where and how have they taken shape in your career?
- X. Heroes and personal development – who and how have people mattered to you and influence your development to this day?
- XI. Transitions – have you moved companies, jobs or roles and how have it impacted you?
- XII. Where did you thrive? Which environment and boss have impressed and satisfied you the most?
- XIII. Today - what makes you most happy, proud, annoyed – angry?
- XIV. What you still want to achieve in your professional life?

Private – in your mature years

- XV. What do you do for fun?
- XVI. Skills – what are you most proud of about yourself?
- XVII. Personal motto and 'philosophy to life'? – what do you believe in?
- XVIII. Regrets – do you have any, and why would do over again if you could?
- XIX. Aspirations – what do you still want to do and achieve in your private sphere?

Coming to the training?

- XX. What did the personality test say about me?
  - i. My obvious strengths and character traits?
  - ii. I was a bit surprised about...?
  - iii. Areas where I need to train/ build strategies to be a better leader?
- XXI. What did the interviews say about me?
  - i. Highlights from my board, superior and peers?
  - ii. From my direct reports?
  - iii. From my skip-level employees?
  - iv. What surprised you?

## Day 2

### 3.3 Leading at a New Level – Part 1

Ref “1.7 – Freeing Up Fridays for Leadership” - you were suggested to conduct a thorough review of your leaders and your employees in terms of:

- 1. Time management – are you working at the right level?
  - 1.1. Toggl
- 2. Leading – are you leading at a sufficiently high level?
  - 2.1. Leadership pipeline considerations

What are your observations, findings, learnings, successes/ near successes/ didn't go well's:

- 1. Explain please how you went about the exercise
- 2. What were your experiences
  - 2.1. What went well – how and why?
  - 2.2. What did go as intended, and why?
  - 2.3. What did you not do – consciously or unconsciously?
- 3. What were the experiences of your colleagues?
- 4. How may the exercise have changed practises in the organisation in respect of productivity, leadership and productivity?

### 3.4 Leading at a New Level – Part 2

Executives have many priorities – in the context of “Leading Leaders” a priority is to build the next generations of managers to take over.

The Leadership Pipeline, see 1.7, offers inputs to values, time allocation and skills.

One aspect absent in much leadership literature is ‘behavioural design’ on behalf of other leaders, ie to forecast/ project how their act and presence is supposed to displayed in years to come.

That, however, is what we aim to do here – and will be the exercise for you on behalf of your team.

1. As simple as this example may sound, please follow the line of thinking. Suppose you have an 8 year old mathematical genius in 2<sup>nd</sup> grade who due to expertise easily can be challenged so you elevate her/him to 5<sup>th</sup> grade materials.
  - 1.1. After a while how will the genius/ child respond to;
    - 1.1.1. The math?
    - 1.1.2. Maturity/ behaviours of attending 5<sup>th</sup> grade?
2. Let's assume the math goes well pretty soon, you are after all working with a genius, you decide for a further upgrade of challenges and puts the child into 8<sup>th</sup> grade.
  - 2.1. How will individual deal with :
    - 2.1.1. The math?
    - 2.1.2. Maturity/ social behaviours in 8<sup>th</sup> grade?
3. How does this the principals of the story differ from how we promote subject matter experts into leadership?
4. So, how will you go about explaining future expectations to behaviours when you are promoting;
  - 4.1. A front line employee to first line leader?
  - 4.2. A well-performing middle manager to become leader of leaders?
5. What may abstain you from promoting the same people when its neither for lacking of performance nor skills/ perspectives?

#### 3.4.1 Designing Future Leadership Behaviours

In this exercise you will design the future behaviours of various layers in your organization.

1. Use your strategy/ a horizon of 5-10 years ahead – which leadership traits will you need?
2. Think also of your analysis in page 15 – 21 – with your current staff
  - 2.1. What needs changing? Who will make it?
  - 2.2. How will you need to help them?

Inspiration:

- a. [The "End of History" Illusion](#) – (4:15 min)
- b. [Intelligence + Maturity = Better Leaders](#) (3:25 min)
- c. [Need To Scale Successfully? Grow Your Leadership Skills First](#)
- d. [13 Things That Will Happen When You “Level-Up” As A Person](#)
  - aa. [Attainment](#) (Download as interested)

Behaviours:

- e. [Behavioural change is the holy grail of leadership development](#)
- f. [The 6 Stages of Behavior Change](#)

Coachable?

- g. [Is Your Employee Coachable](#)
- h. [To Get More Feedback, Act More Coachable](#)

### 3.5 Winning Organizations, Cultures + Values

For a start - every serious organization makes plans and have intentional directions for the future, but not everyone implements the plans they intended.

Inspiration;

- a. ["The Power Curve Explained"](#) (4:06min)

This program intends to make your organisation successful with a winning culture and value set. Hence;

1. Examine the advancement of the culture in your organisation, ie;
  - 1.1. Is it defined/ written down?
  - 1.2. Is it operational for feedback practises?
  - 1.3. Does it cover culture only, and/or leadership characteristic?
  - 1.4. How does your culture touch/ impact/ relate to your customers – how do they 'feel' it?
  - 1.5. What is your rewards system vis-à-vis culture or values?
2. Who today is the carrier of culture in the company – formally and in-formally?

Inspiration:

- a. [Make Your Values Mean Something](#)
- b. [Articulating Company Values and Living Them Authentically](#) (32:54 min)
- c. [If Culture Comes First, Performance Will Follow](#)
- d. [Culture and Revolution"](#) (29:12 min)

See also page Work Book pages 151 – 155, and/or download/review here: ["Corporate Values – Example"](#), ["Conclusion of Values"](#), ["Value/ Leadership Characteristics"](#), ["We Recognize Corporate Values"](#) and ["Leadership Team – Rules of Engagement"](#)

Exercise

3. Please discuss the process from A-Z from breeding the idea of culture design to a fully operational culture in the organization – what needs done on various levels and departments?
4. Design your company values
  - 4.1. Which behaviours/ attitudes do you want the customers to feel/ to embrace/ to be hit by?
  - 4.2. Which behaviours/ attitudes do you want in return from your customers which you can impact ahead of it happening?

Calibration:

Please discuss the consequence of varying degree of culture compliance;

1. What (if any) is the benefit to the leader/ employee aligning above expectations to your culture
  - 1.1. Once..
  - 1.2. Twice..
  - 1.3. Over longer periods of time..
2. What (if any) is the scenario for the leader/ employee aligning 'as expected' to your culture –
  - 2.1. Once..
  - 2.2. Twice..
  - 2.3. Over longer periods of time..



3. What (if any) is the case to consider for the leader/ employee aligning 'below expectations' to your culture –
  - 3.1. Once..
  - 3.2. Twice..
  - 3.3. Over longer periods of time..
4. What might be examples of a 'straight red card' for culture violations?

Inspiration:

- a. [Do You Understand What Accountability Really Means](#)
- b. [The Right Way to Hold People Accountable](#)

5. Please discuss your position in the hierarchy of behavioural traits for culture and leadership:

### 3.6 Winning Teams Strategies

1. Define 6-8 traits of an enduring successful team and detail each traits - do's/ don'ts

Inspiration:

Teams:

- a. [Is There a Science to Building Great Teams \(Or Is It Just Random?\)!](#)
- b. [How Google builds the perfect team](#) (2:22min)
- c. [What makes team smarter than another?](#) (8:37min)
- d. [The Best Teams Hold Themselves Accountable](#)
- e. ["+1 #245: On A Bad Team"](#) (first 3:17 min)
- f. [Build an A-Team](#) – Whitney Johnson (2:53 min)
  - aa. [Building an A Team - Whitney Johnson - Bregman Leadership Podcast](#) (23:48 min)

Decision Taking Process:

- g. [The decision-making process is a team sport](#)
  - aa. [Decision making in the age of urgency](#) (Download as interested)

Collaboration

- h. [Why Your Team's Not Working: How CEO's Can Foster World-Class Leadership Teams](#)
- i. [It's Time to Tackle Your Team's Undiscussables](#)

2. What characterises your current team – strong, medium, weak traits – rate them.
  - 2.1. Which future state do you desire, including which traits do want to keep, upgrade, make obsolete – rate them!

Optional:

- 2.2. How do you intend to keep up quality of cohesion and effectiveness of the team?
3. You may want to involve your team to define best practises – the way you want to operate – please consider using "Leadership Team – Rules of Engagement" page 155 of the **"Work Book"**.

#### **3.6.1 9-Grid Box**

4. Exercise - rate your team.
  - 4.1. You may want to examine in details each of your direct reports to determine their achievements, and future development trajectories.
    - 4.1.1. You can use the ["Learning and Development Plan"](#).

- 4.1.2. A first question could be; *“what are the criteria’s from which to evaluate a person past performance, and future potential?”*
- 4.2. Using the 9-grid talent model you want to evaluate each of your direct reports and/or best talents in the company on potential/performance, and with that indicate a future direction of engagement.
- 4.3. In the work you want to bear in mind; what matters most is an objective view on the quality of the individual, potentially in comparison with ‘industry standards’.  
It is not a matter of make use of the entire model to ensure an even distribution, or dressing up a perception of your direct reports.

Inspiration:

On 9-grid talent box:

- j. [Using Nine-Boxing to Guide Organizational Succession Planning](#) (please download)

### 3.6.2 Success Planning

- 4. Inspired by the [overview](#) please consider a succession plan for your organisation.
  - 4.1. You may want to involve your direct reports in the planning, and even make it part of their KPI’s to develop/ groom candidates available to take over their jobs if needed, for instance
    - 4.1.1. 1-2 internal candidate
    - 4.1.2. Scan the external landscape for 1 or 2 candidates

Inspiration:

- l. [The holy grail of effective leadership succession planning](#)
- m. [Succession Matters: Accurate identification of leadership potential](#) (1:29min)

### 3.6.3 Optional - Succession Planning – A Board Perspective

During the Summer of 2018 I met with Mr Flemming Jacobs, ex shipowner of A.P. Møller-Mærsk and experienced board chairman and director, who explained how most boards handles assessment of executives the wrong way.

Most strategies for companies are not strategies but rather 2-3 year action plans where ‘operators’ are appraised for the ability to execute. Strategies should be 5-10 year horizons where the Board marry long-term aspiration with competencies and thru such prism evaluates if the current management team are composed correctly.

Exercise.

- 1. With a Board view of 5-10 years, who would you install in your management team?
  - 1.1. Who, which function, which primary skills have you had in the past 5+ years?
  - 1.2. What do you need in the future?
  - 1.3. Which roles will be new?
  - 1.4. Which chairs do no longer exist?
  - 1.5. Which skills will you need to create, develop or train?

Inspiration.

- a. [Twelve Forces That Will Radically Change How Organizations Work](#)
- b. [Has your C-suite changed to reflect the changing times?](#)

### 3.6 Winning Individuals, Index 100->150, Re-skilling, Up-skilling, People Learning Plans

*"Upgrade or Die"* is a mantra of AT&T which you will learn about in the article "AT&T's Talent Overhaul". Now the question comes to you as inspiration to this section.

2. Please be ready to discuss human capital - what is your current bench strength, and where would you want to be in 6, 12, 24 months?
3. What might be the cost to the organisation of not having sufficient future proof and qualified colleagues? Please think;
  - 3.1. Top/ bottom line + productivity
4. How do you intend to upgrade?
  - 4.1. How do you provide for the upgrade – or how do you call for self-learning/-development?, ie "Who feeds who" – a debate of who should educate who?
5. How does such analysis potentially change your view on what the future skills are required for yourself – and your work force?

Inspiration:

- a. [AT&T's Talent Overhaul](#)
- b. [Grow Your People, Grow Your Business](#)
- c. [Talent Matters Even More than People Think](#)

Upskilling:

- d. [Re-skilling and upskilling: the key to success in the digital revolution](#)
- e. [Upskilling and Reskilling for the Digital Age](#) (3:45 min)
- f. [The Sad Truth About Developing Executives](#)

Reskilling

- g. [Why Even New Grads Need to Reskill for the Future](#)

Learning

- g. [Making Learning a Part of Everyday Work](#)

[Learning Plan](#) – please review/ download.

Personal Growth Metrics:

- h. [Metrics That Matter: How To Use Data To Guide Personal Growth + Fuel Performance](#)

Careers:

- i. [Redeployment and Exit Strategies - Career Management and Career Planning](#)
- j. [Career Plans](#) (20:07 min)

### Becoming learning maestro

Please discuss which opportunities are available for learning/ upgrading/ upskilling employees;

- Internal/ external knowledge
- Training – for free/ at a cost
- On/off-line knowledge
- (Self) guided learning
- Strategic/ tactical/ operational learning

## Day 3

### 4.3 Hack My Challenge I

For this exercise please invite your co-participants to solve a challenge you stipulate. The challenge is a concern you have with an individual, a team, a department or the organization collectively, a customer or any other stakeholder which ultimately requires your leadership to solve. In this forum you should expect to receive high quality feedback to solve or move forward.

The concept works this way;

1. You present a prepared case in front of the class be it on flip overs or on slides. (Max 3 minutes)
2. Upon the presentation your co-participants can; (Max 11 minutes)
  - 2.1. Round 1: Ask questions to understand your scenario
  - 2.2. Round 2: Provide suggestions to solutions

### 4.4 Leadership Operation

1. What should be content in varying types of 1:1 reviews?
2. What frequency would be favourably for your colleagues and you?
3. How many 1:1 do you intend to conduct over the coming 3 months, and what will be the completion ratio?
4. How can you develop the 1:1's?

### Leadership – Tactical Level

5. Which results do you plan to come from your next employee and managerial satisfaction survey?
  - 5.1 How expansive are you in your expectations – and what would it take to utmost ambitious?
6. Which results do you plan to come from your next employee engagement survey?
  - 1.1 How expansive are you in your expectations – and what would it take to utmost ambitious?
7. How magnificent can you make your team in 12-18 months when you do your very best – and then some some?
8. How many individuals will you have developed ready for promotion in the coming
  - 12 months
  - 13-24 months
  - 25-36 months
9. How many individuals will you educated for more challenging specialist work within:
  - 12 months
  - 13-24 months
  - 25-36 months
10. What do you intend to learn over the coming 12-24 months?
11. Who is going to mentor you in the medium to long term?

### Leadership – Strategic Level

11. How can your team change the competitive landscape by the nature of your leadership?

Inspiration:

Concepts/ Templates:

- a. [Tough Love Performance Reviews, in 10 Minutes](#)
- b. [The Power of Performance Reviews Use This System to Become a Better Manager](#)
- c. [These 3 Questions Are More Effective Than a Performance Review](#) (1:01min)

Performance Reviews:

- d. [How to Give Feedback People Can Actually Use](#)
- e. [Giving Feedback to Someone Who Hasn't Had it in Years](#)
- f. [Why Feedback Fails](#) (3:02 min)

Biases:

- g. [10 performance review biases and how to avoid them](#)

Candor:

- h. [Bold Talks: Kim Scott "Radical Candor"](#) (14:48 min)
- i. [Jack Welch on Candor in the Workplace](#) (8:30 min)

The Difficult Employee – the process:

- j. [The Best Approach to the Worst Conversation](#)
- k. [The Key to Giving and Receiving Negative Feedback](#)

Goals/ KPI's/ OKR's

- l. [Measure what matters](#) (8:45min)
- m. [+1 #270: 2 Scorecards](#) (1:39min)
- n. [The Advantages of Leading Indicators vs. Lagging Indicators](#)
- o. [Why You Should Stop Setting Easy Goals](#)

Application for OKRs:

- p. [www.koan.co](http://www.koan.co)

Also....Why People Don't Make It:

- q. [4 Reasons Talented Employees Don't Reach Their Potential](#)
- r. [4 Reasons Good Employees Lose Their Motivation](#)

#### 4.5 Coaching

Exercise

1. For each of the coaching sessions please discuss;
  - 1.1. Behaviors, characteristics and performance types of each type employee
  - 1.2. How do you manage them?
2. For training purpose, please prepare 4 x scenarios which you can debate and role play at the training, that being:
  - 2.1. A-player – “world class” performer
  - 2.2. B-player – solid, consistent employee
  - 2.3. C-player – moderate performance/ much to be desired/ newly arrived person in a function
  - 2.4. D-player – the employee with very little credit and performance (if any) to show for his/her pay check
3. For training purposes, please prepare further scenarios that you may want to debate, test, ie;
  - 3.1. The tough conversation
  - 3.2. The emotional conversations
  - 3.3. Explaining how to be comfortable in ones own skin with authority and success
  - 3.4. ...

Inspiration:

Coaching:

- a. [The Leader As Coach](#)
- b. [4 Reasons Managers Should Spend More Time on Coaching](#)
- c. [Your Coaching Is Only as Good as Your Follow-Up Skills](#)
- d. [How to Coach Your Employees](#) – Markus Buckingham (3:49 min)
- e. [PNTV: Coaching The Mental Game](#) (13:33 min)
- f. [How to tame your Advice Monster](#) - Michael Bungay Stanier (14:39 min)

Careful...!

- g. [How to Manage a Toxic Employee](#)
- h. [A Taxonomy of Troublemakers for Those Navigating Difficult Colleagues](#)

#### A-Player/ World Class

Inspiration:

- i. [The Behaviours that Define A-Players](#)
- j. [How to Manage Your Star Employee](#)
- k. [Why It's Important To Always Protect Your A-Players](#)
  - aa. [The Best Companies Don't Have More Stars — They Cluster Them Together](#) (Download as interested)

#### B-player – Solid, Consistent Employee

Inspiration

- l. [How to Manage a Team of B Players](#)
- m. [How to Retain and Engage Your B Players](#)
- n. [What to Do About Mediocrity on Your Team](#)

#### C-Player C-player – moderate performance/ much to be desired/ newly arrived person in a function:

Inspiration:

- o. [The 3 Types of C Players and What to Do About Them](#)
- p. [The True Cost Of Keeping 'C' Players On Your Team](#)
- q. [Why incompetent people think they're amazing](#)” (5:07min)
- r. [How to Talk to an Employee Who Isn't Meeting Their Goals](#)

#### D-player – Employee With Very Little Social Credit and Performance (if Any) to Show for the Pay Check:

Inspiration:

- s. [Don't let poor performers ruin your workplace](#)
- t. [How to Help an Underperformer](#)
  - aa. [Research: How One Bad Employee Can Corrupt a Whole Team](#) (Download as interested)

#### 4.6 Managerial Exchange Part I

The intention of the Managerial exchange is to experience leadership and management practises live in a different culture from yours. The ambition is to show as many facets of your leadership activities to

your co-participant in order for the two of you to debate the dynamics of your daily environment, herein your opportunities, challenges etc.

You should be ready to open up about your work, standards and quality of your practices, debate issues and take in views from a neutral observer.

Concept:

1. You'll be both an observer and an observed
2. Preferably 2 days for each session
3. As a host – please prepare:
  - 3.1. Prior:
    - 3.1.1. Conclude a relative cut-in-stone program so the visiting party, you and your hosting organisation are aware of what is going to happen
    - 3.1.2. Make sure to prepare all internal involved parties thus avoiding the awkward “*I don't know why I'm here*”
  - 3.2. During – agenda suggestions:
    - Walk around the facility
    - Attend leadership meeting
    - Attend team meeting
    - Attend 1:1 meetings
    - Attend meeting customers, suppliers or other stakeholders
    - Visit other branches of your business (if any extraordinary costs of travel or stay involved, this to be mutually agreed beforehand)
    - Interview 2-5 of your direct reports about your leadership style and impact
    - ...
4. As an observer – points to consider:
  - 4.1. Need for prior signing of non-disclosure agreement?
    - 4.1.1. Your role is to be ‘a fly on the wall – I'm here to learn from you’
    - 4.1.2. You are a guest – act like one
    - 4.1.3. You are there to learn, not to direct the business
    - 4.1.4. Be open and fair about your observations and assessments to your host only
    - 4.1.5. ...
5. Jointly – recommendations:
  - 5.1. Conduct feedbacks every 2-3 hours only, and by business days end
  - 5.2. ...

## Day 4

### 6.1.1 Since Last

4. For this exercise reflect on your work with the organization and your personal journey – please discuss:
  - 4.1. Upon return home from the days 1-3 what exactly did you do to inform your colleagues of the training?
  - 4.2. How have you involved your direct reports and your skip-level employees in the training process?
  - 4.3. How are you holding people accountable for actions and progress?
  - 4.4. What you been doing - not been doing?
  - 4.5. What have you learned – not learned?
  - 4.6. What are your experiences to offer others?

- 4.7. What have you been doing for others – not been doing for others?
- 4.8. What trajectory are you on?
- 4.9. Which direction are you sending your direct reports? The organisation?

#### 6.1. Managerial Exchange Part I

1. For this exercise, please prepare:
  - 1.1. Who were you - the observer or the observed?
  - 1.2. How did you prepare for the exchange?
  - 1.3. In your role - what was your learning day 1, day 2...day X – all together?
  - 1.4. How did the exchange impact your view/ actions as leader?
  - 1.5. Any unique observations?

Jack Welch had a routine of hand writing personal letters to his colleagues following a visit to their divisions/ factories etc to offer praise and a few words of wisdom/ advice. In the same spirit – and to build hope - we do it here;

2. Please prepare a personalised letter to your partner in the exchange detailing;
  - 2.1. 2-3 aspects about the setting/ frame of the exchange which you truly appreciated
  - 2.2. 3-4 observations/ learnings which you took away from the exchange and which you want to applaud your exchange partner for
3. 1-2 words of wisdom/ advices which may aid their leadership journey
4. Closing note of hope and future prosperity
5. The letters will be read out loud in the class round, after which handed over

#### 6.3 Hack My Challenge II

For this exercise please invite your co-participants to solve one challenge you stipulate.

1. A business related challenge, be it;
  - 1.1. Related to your roll-out of this training
  - 1.2. Daily operational matter
  - 1.3. ...or
2. A personal leadership related matter, be it;
  - 2.1. Related to your direct reports or team
  - 2.2. A concern pertaining to your personal leadership
  - 2.3. ...or?

You present a prepared case for your co-participants be it on flip overs or on slides. (Max 2 minutes)

Upon the presentation your co-participants can; (Max 8 minutes)

- a. Round 1: Ask questions to understand your scenario
- b. Round 2: Provide suggestions to solutions

#### 6.4 What Is My Own New Index of Leading?

You are now 4-6 months into the training. What is the status of your personal growth as a leader?

1. Please be ready to explain to your co-participants in 3-5 minutes how you have experienced a difference, new way of thinking, different ways of doing your job etc.
  - 1.1. Or if not, when why?
2. Ahead of the training - please re-interview a number of your stakeholders using the “Leadership Audit Questionnaire” to understand your development:
  - 2.1. Your superior



- 2.2. 1-2 of your peers
- 2.3. 1-2 of your direct reports
- 2.4. 2-3 skip-level employees

Inspiration:

You:

- a. [PNTV: The 21 Irrefutable Laws of Leadership by John C. Maxwell](#) (first 13:45 min)
- b. [PNTV: Ego Is the Enemy by Ryan Holiday](#) (first 9:56 min)
- c. [The Seven Skills You Need to Thrive in the C-Suite](#)
- d. [Senior leader](#)
  - aa. [Cultivating the Traits of Effective Leadership Teams](#) (1:40 min)

Leading:

- e. [Making Yourself Indispensable](#)
- f. [The Best Leaders Are Great Teachers](#)

Talent/ Mobilize Resources:

- g. [What Science Says About Identifying High-Potential Employees](#)
- 3. What is status on development of your direct reports/ your team – hand on heart - how are they progressing individually? as a team?
  - 3.1. How and what do you need to address/ help with going forward?

## 6.5 Performance Culture

- 1. What constitutes a high performance culture in your opinion?
  - 1.1. How can you design one vs. wait for it to emerge?
- 2. How does executive instructions travel through an organisation?
- 3. Set up an example of actual OKR's related to you, your direct report and skip-level employee.

Inspiration:

OKR's/ Measurements:

- a. [What are OKRs \(Objectives and Key Results\)? OKRs that Work \(Part 1/6\)](#) (6:29 min)
- b. [How to Write OKRs \(Objective and Key Results\). OKRs that Work](#) Part 2/6 – (5:46 min)
- c. [Cascading OKRs at scale](#)
  - aa. [Leading With Next-Generation Key Performance Indicators](#) (Download if interested)
- d. [Key Behavioral Indicators for Employees](#)

Performance:

- e. [There Are Two Types of Performance — but Most Organizations Only Focus on One](#)
- f. [How to get an employee to work faster](#)
- g. [Create a Growth Culture, Not a Performance-Obsessed One](#)
- h. [High Performing Habits](#) – Brendon Burchard – (5:00 min)
- i. [Organizations Don't Change Behavior, People Do](#) - Laura Methot (2:48 min)
- j. [How to Make Behavior Change Stick](#) - Sebastian Walter (3:32 min)
  - aa. [Forget big change, start with a tiny habit](#): BJ Fogg – (17:23 min)
- 4. Going beyond the classic goal cascading – how would you charge your direct reports/ teams with:
  - 4.1. Speed of learning?

- 4.2. Talent development? / Employee Engagement?
- 4.3. Innovation? / Entrepreneurial thinking/ behaviours?
- 4.4. Time to value
- 4.5. Seeing around corners?
- 4.6. Decreasing BMI (Bureaucracy Mass Index)
- 4.7. Productivity increases?

Inspiration:

- k. [The Principles of Accelerating Performance](#) (6:15 min)
- l. [Competing on the Rate of Learning](#)
- m. [The Sun Rises](#) + 3 videos (7:55 min)/ (5:16 min)/ (2:52 min)
- n. [The Secret to Building an Opportunity-Focused Organization](#)
- o. [How to Encourage Entrepreneurial Thinking on Your Team](#)

- 5. The article "*Strategy in the Age of Superabundant Capital*" argues that talent trumps capital as the most important asset for companies – please debate for/ against.
  - 5.1. How may your conclusion impact the way you drive your strategic direction?
- 6. The article "*The New Science of Talent from Roles to Returns*" discusses how your best talents should be positioned to pursue your greatest opportunities – talent-to-value approach - how would this possible change how your company is organized?

Inspiration:

- p. [Strategy in the Age of Superabundant Capital](#)
- q. [The new science of talent: From roles to returns](#) Listen to Podcast (26:17 min)
- 7. Lets, discuss bureaucracy/ organizational drag; examples, loss of productivity, delays, lack of power to employees – and then solutions.

Inspiration:

- r. [What we learned about bureaucracy](#)
- s. [Time, Talent, Energy](#) – Michael Mankins (25:41 min)

#### 6.5.1 Profitability/ Cost of Leadership

- 8. Please build a scenario and calculate the total profit to salary of leadership based on engagement levels in your company.
- 9. Please calculate the costs of leadership taking into considerations stress, loss of productivity etc
- 10. Which other process could you come to think of that with optimization/ leadership can become more profitable – and what would the calculation look like?

## Day 5

### 8.1.1. Since Last

- 4. For this exercise reflect on your work with the organization and your personal journey – please discuss:
  - 4.1. Upon return home from the days 4 what exactly did you do to inform your colleagues of the training?

- 4.2. How have you involved your direct reports and your skip-level employees in the training process
- 4.3. How are you holding people accountable for actions and progress?
- 4.4. What you been doing - not been doing?
- 4.5. What have you learned – not learned?
- 4.6. What are your experiences to offer others?
- 4.7. What have you been doing for others – not been doing for others?
- 4.8. What trajectory are you on?
- 4.9. Which direction are you sending your direct reports? The organisation?

## 8.2 Managerial Exchange Part II

1. For this exercise, please prepare:
  - 1.1. Were you the observer or observed?
  - 1.2. How did you prepare for the exchange?
  - 1.3. In your role - what was your learning day 1, day 2...day X – all together?
  - 1.4. How did the exchange impact your view/ actions as leader?
  - 1.5. Any unique observations?

Jack Welch had a routine of hand writing personal letters to his colleagues following a visit to their divisions/ factories etc to offer praise and a few words of wisdom/ advice. In the same spirit – and to build hope - we do it here;

2. Please prepare a personalised letter to your partner in the exchange detailing;
  - 2.1. 2-3 aspects about the setting/ frame of the exchange which you truly appreciate
  - 2.2. 3-4 observations/ learnings which you took away from the exchange and which you want to applaud your exchange partner for
3. 1-2 words of wisdom/ advices which may aid their leadership journey
4. Closing note of hope and future prosperity
5. The letters will be read out loud in the class round, after which handed over

## 8.3 Strategy – How Will You Engage Frontline?

Can you summarize your company's strategy in 35 words or less? Would your colleagues express it the same way? Very few executives can honestly say yes to these simple questions. Companies with a clear, concise strategy statement -- one that employees can easily internalize and use as a guiding light--often turn out to be industry stars.

1. How will you (re-)engage your employees and in particular the frontline to live, work with, breathe life into, challenge, create value from your strategy?

Inspiration:

Strategy Process

- a. Download [The Complete Guide for Strategic Planning](#) – incl videolinks and templates (72 pages)
  - aa. [Developing a Strategy for Execution](#) – webinar by Donald Sull (1:00:33 min)
  - ba. [The Secret to a Great Planning Process — Lessons from Airbnb and Eventbrite](#) - (Download for interested)
- b. [Only 8% of Leaders Are Good at Both Strategy and Execution](#)
  - aa. [The Arc of Company Life - and How to Prolong It](#) (Download as interested)

### Strategy OKR's and Follow Up

- c. [How to Use OKRs to Turn Strategy into Action](#) (OKR based)
- d. [How to Cascade OKRs. OKRs that Work \(Part 3/6\)](#) (7:12 min)

### Strategy on Frontline:

- e. [Making Your Strategy Work on the Frontline](#)
- f. [How to help your employees own your strategy](#)

### Why Strategy Execution Unravels

- i. [Why Strategy Execution Unravels—and What to Do About It](#)

#### 8.3.1. "Power-Houses"

- 2. What is the most profitable interaction in the model – and why?
- 3. How would you speed up the traction for faster execution?

### Inspiration:

- j. [Smart Leaders Focus on Execution First and Strategy Second](#)
- k. [Complete Guide to Delegation for Leaders](#)

- 4. Let's play with the term "power house" as singled out departments, teams or individuals who deserve extended autonomy - what would you include in a charter of delegation?
- 5. Let's design a "Charter of Delegation":

#### 8.4 What Is Your People Strategy?

In some companies +75% of costs relate to people – what is your people strategy to enhance ROI?

- 1. How does your business strategy align with your people strategy?
  - 1.1. Ask yourself - what if you didn't have the right people – what business strategy would you then end up with?
  - 1.2. What are your future winning capabilities – and how do you intend to build, acquire or rent them?
  - 1.3. How are your talents deployed in accordance with your strategic priorities – is there any disconnects?
  - 1.4. Who do you want on or off the bus going forward?
  - 1.5. Are people with you or not?
  - 1.6. Are you generally long or short on talent?
- 2. Lets debate people strategy – purpose, content, delivery and follow up.

### Inspiration:

- a. [Are we long—or short—on talent?](#)
- b. [Competitive advantage with a human dimension: From lifelong learning to lifelong employability](#)
- c. [Four pillars for developing a human capital strategy](#)
  - aa. [Benito Cachinero on Leadership in Action](#) (48 min)
- d. [How to Create a Human Resource Strategy](#)

#### 8.5 World Class Organizations and Teams Revisited

- 1. What would you want from a middle management group?
  - "Variation of up to 22% of profits can be attributed to the middle management group..."

- *"Disruption is not a technology issues but a people problem..."*
- *"Approx 70% of strategic changes programs and initiatives donot reach intended conclusion..."*
- *"Any business problem is a people problem..."*

2. How does a 'next level middle management' group look like?

Inspiration:

- a. [A 10-Year Study Reveals What Great Executives Know and Do](#)
- b. [The Secret Of 21st Century Business Success \(Which They Don't Teach On MBAs\)](#)
- c. [Great Leadership Teams Are Fundamentally Sound](#)
- d. [The Ballooning Executive Team](#)
- e. [If People Are Assets, Why Do We Treat Them Like Expenses?](#)
- f. [With Winning in Mind](#) (11:54 min)

### 8.5.1 Middle Management

3. On Day 2 in 3.6 Teams you assessed your middle management team.

3.1. Please re-assess/ re-rate each individual

3.1.1. How have each member of your team developed ever since?

3.1.2. What will you need to see from each member going forward?

3.2. How will you evaluate your own effort/ contribution in developing your team?

Inspiration:

- g. [Middle Managers Will Rise in Value](#) (First 5:13 min of 8:15 min)
- h. [Middle Management Sucks](#)
- i. [Why Being a Middle Manager Is So Exhausting](#)
  - aa. [Why Middle Managers Are So Unhappy](#) (Download as interested)
- j. [Digital Disruption Is a People Problem](#)
  - aa. [Execution Is a People Problem, Not a Strategy Problem](#) (Download as interested)
- k. [Why do so many incompetent men become leaders? And what can we do about it?](#) (9:32 min)

### 8.6 How Do New Standards Work?

The aim of this exercise is to identify how your team and organization may be developing based on your participation in this program.

You can view the development from any angle you'll like, ie

- 1. How are your team developing as individuals based on your input/ change of tacts?
- 2. How have you changed the way of operating in the company which is (becoming) evident in daily life?

Inspiration:

Professionalism:

- a. [8 lessons on building a company people enjoy working for](#) (5:11 min)
- b. [Structure That's Not Stifling](#)
- c. [Why Do We Undervalue Competent Management?](#)
- d. [Changing behaviours to deliver business results](#)
- e. [Moving from best to better and better](#) (podcast 21:36 min)
  - aa. [The real business of business](#) (Download as interested)

Price of Success:

- f. [+1 #597: The Price of Success](#) (2:53min)
- g. [PNTV: Relentless by Tim Grover](#) (17:31min)
- h. [Leadership BS](#)

## 8.7 The Value of Leadership Part II

The process has lasted approx. 6-8 months at this point.

1. What is the economic outcome of your participation? How do we see that you have accomplished progress in value?

This exercise is a revisit of your original attempt to put a number to the value of leadership.

2. You'll want to conduct a re-validation of the profit per employee, ie then/ today.
3. Please compare results and analyse for reasons to development
4. What will it look like – your;
  - 4.1. Company – strategic considerations
  - 4.2. Performance
  - 4.3. KPI's
    - 4.3.1. Processes?
    - 4.3.2. Bureaucracy?
  - 4.4. Culture
  - 4.5. Leadership?
    - 4.5.1. How many talents are further 'promoted'/ lifted up to higher challenges?

Inspiration:

Maturity:

- a. [How maturity leads to 63% higher profits in top companies](#)
- b. [15 Signs Of Emotional Maturity](#)
- c. [Intelligence + Maturity = Better Leaders](#) (3:25 min)

Change:

- d. [The Leader's Guide to Effective Change Management](#)
- e. [How to Tell Your Team That Organizational Change Is Coming](#)
- f. [Research: To Get People to Embrace Change, Emphasize What Will Stay the Same](#)

Strategy and Execution:

- g. [The Company of the Future](#)
- h. [Executives Fail to Execute Strategy Because They're Too Internally Focused](#)

## 8.8 Hack My Leadership Challenge III

For this exercise please invite your co-participants to solve two challenges you stipulate, both have to be **forward looking**;

1. A business-related challenge, be it;
  - 1.1. Related to your roll-out of this training
  - 1.2. Daily operational matter
  - 1.3. ...or

You present a prepared the case in front of the class be it on flip overs or on slides. (Max 3 minutes)

Upon the presentation your co-participants can; (Max 11 minutes)

3.1. Round 1: Ask questions to understand your scenario

3.2. Round 2: Provide suggestions to solutions

2. A personal leadership related matter, be it;

2.1. Related to your direct reports or team

2.2. A concern pertaining to your personal leadership

2.3. ...or?

You present a prepared case for two your co-participants be it on flip overs or on slides. (Max 2 minutes)

Upon the presentation your co-participants can; (Max 8 minutes)

4.4. Round 1: Ask questions to understand your scenario

4.5. Round 2: Provide suggestions to solutions

...

Needless to say, the pre-work is considerable, so please start early and offer it your best efforts so you are ready to offer quality input to debates.

Please enjoy the pre-work and please don't hesitate to contact me should you have any questions.

Very best from,

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