



Leaders - Whats Next?!

- Journeying to New Knowledge and Growth

Becoming the Next Promotion

* *

Pre-Work



THE BUSINESS
LEADERSHIP ACADEMY

0.1 Leaders – What's Next?!

Dear Friend,

Thank you very much for participating in “Leaders – What's Next?!”.

Your support is indeed appreciated!

Thomas, a two-time participant of my leadership programs, called to say *“I've been designated CxO-elect – I need your help to get me ready in 18-24 months”*.

We met to discuss a concept and learning plan that would at least allow Thomas a chance to becoming a candidate for CxO. Interestingly, however, my foremost observation was how Thomas had ‘CLICKed’ into mode. He stood straighter, spoke with ‘a grown up voice’, he had ‘changed skin’ – somehow he saw the CxO-chair in the horizon and had chosen to act like one.

It's the “CLICK” we are looking for in “Leaders – What's Next?!”.

The process to become promotable is a transition in slow-slow mode only for suddenly to be there. You would want to be ready in time rather than let the opportunity pass, or?

Many talented people experience accelerated growth in their younger years – they are hungry, eager to learn, carry more water than averagely and even when not expected, expand their spheres of interest – and often are rewarded with the first managerial roles where they embark on further skill expansion, more challenging tasks, leadership experience and role-modelling into a new collective – hopefully – promotable package – and then what?

In my own corporate career, I call it the moment when ‘3 peas turned into 3 tennis balls’. Having accelerated thru a number of jobs in various geographies I entered a new assignment when my new superior took me aside for lunch. He did most of the talking, and I had only 3 peas left on the plate getting ready to pay the bill when he said – *“you'll need to change behaviours or leave the organization – the choice is yours”*.

In a split second the 3 peas turned into 3 tennis balls impossible to swallow - but within 24 hours I had made up my mind – I wanted to stay, change tacts and learn. 7 months later I was offered the promotion to VP Sales, I had ‘CLICKed’.

Part of the reason for me having to have a ‘wake up call’ was lack of coaching, advices and clarity of future learning. My hope is that you are smarter and take your decision early on to commit yourself wholehearted to develop, remain hungry for learning, staying patience and humble while knowing it's not about you, but you adapting to requirement of levels upwards – and seats being available.

“Leaders – What's Next?!” intend to make you ‘CLICK’ – what should stand in way for you doing so?

Thank you very much again for attending -

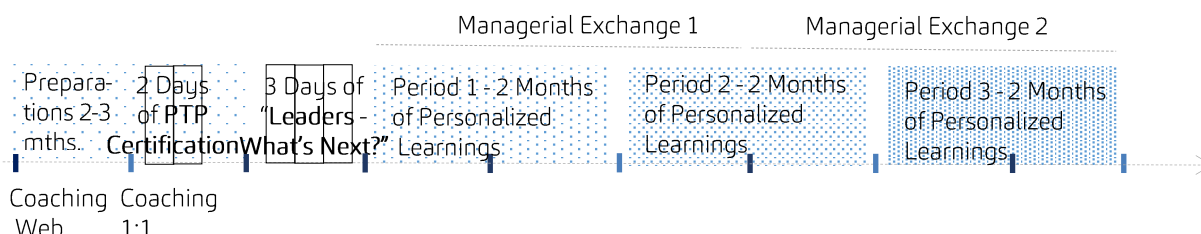
The Very Best,

Dennis Falk Jakobsen
CEO, The Business Leadership Academy
dfj@thebusinessleadership.academy
+45-60 89 97 75

Leaders – Whats Next
PW v.2.0, 2023

0.2 Program & Process

Timing	Day 1	Day 2	Day 1	Day 2	Day 3
Open: 9:00AM	PTP Certification	PTP Certification	Welcome, Introduction, Expectations, OKR's Day 1	Learning Day 1 OKR's Day 2	Learning Day 2 OKR's Day 3
			Me. - Personality Analysis Review - 360 Deg - Do I Do My Best? - At this Stage – Leadership; Why? Mission? Values? Intend to Do for Others?	My Colleagues. - Productivity - Employee Performance - Developing People - People and Motivations	Organizations. - Profit/ Loss of Leadership - You, Team and Strategy - Organizational Design - Value/ Cultural Roll Out - Leadership Operations
Lunch: 12:30-1:15PM					
Closing: 6:00PM	PTP Certification	PTP Certification	Me...continued: - Interviews: My Next Level Learnings and Skills - Career Strategy - Design Performance, Skills/ Perspectives, Leadership/ Values + Maturity	Teams. - World Class Teams - 9-Grid Box - Succession	Organizations... continued
					Managerial Exchange
			OKR Review Day 1	OKR Review Day 2	10 Things Learned
Home-work/ Evening Work			"I Have A Dream"	"Why I Want to Be Led by You!"	OKR Review Day 3 & Closing 4PM



0.3 Pre-Work

Before we turn all business;

- a. All articles referred to in this document are available in the manual “**Book of Articles**” which you are receiving as part of the introduction, ie no need to print them from links in this document.
- b. If you would like to also listen to articles in the “**Book of Articles**” you can do so by employing a PDF-reader – for instance this one – in which case you can request a PDF-file of the manual directly from me.



There are several types available, and your existing Adobe Reader may even be so able. Be aware though that some of the articles in the “**Boof of Articles**” are restricted by origin, but it should work well for most. .

- c. Collectively, the preparation for “**Welcome to Leadership**” consists of:
 1. Readings: Approx 261 pages
 2. Videos: 4hrs 37min 40sec – before options.
- d. Ahead of the Training:
 1. You are receiving this list of pre-work via email to start your preparations, you can also find it online [here](#).
 2. You will receive the manuals for notetaking etc
 3. Participation the People-Test-People certification will be coordinated by Dennis Jakobsen directly with People Test Systems and you will receive information directly from them prior to the that training.

In preparation to the PTP-training you will be receiving a mail with link to your own personal personality analysis.

Upon completion you will receive reports and an invitation from Dennis for read back of the test.

- e. How much to read and prepare?
Every subject will have multiple articles/ videos to cover several viewpoints. You decide on the depth and quality you can muster, yet needless to say the more you do the better prepared and in sync with the upcoming debates you will be.
But; read – and take notes in the “**Work Book**”!

Next to it there will be a host of exercises where you are expected to take active part in.

Ultimately, the choice is yours. Happy preparations!

Preparing for the Training

0.3 Objectives and Key Results – Me, The Team

1. Who do you intend to involve in the training?
2. What are signs of success/ development for people/ teams to be in:
 - 2.1. 6-9 months time?
 - 2.2. 24 months time?
3. Hence, what are they supposed to:
 - 3.1. Do?
 - 3.2. Contribute with?
 - 3.3. Learn?
 - 3.4. Show as growth?
 - 3.4.1. What will be leading indicators of development?

0.4 Do I Do My Best?

In this exercise you will be asking 6-7 colleagues 'Do I Do My Best...?' to various subjects.

1. The purpose is:
 - 1.1. Conduct a "360-akin" survey of your performance as a manager and leader
 - 1.2. Create channels of feedback from superiors, peers, and employees

You are encouraged to conduct this survey twice:

- Prior participation – looking back 3 months (a baseline)
- 4-6 months later – changes or development? – looking back 2-4 weeks (reflection of your 'new' behaviours)

You are looking for a variety of feedback to as many topics as possible:

- | | |
|---|---|
| <ul style="list-style-type: none"> - Performance leadership <ul style="list-style-type: none"> o Visionary leadership o Drive for change o Technological leadership o Financial leadership o Cross-functional leadership o Depth of industrial knowledge o Political leadership o Strategic problem analysis o Decision making - Change leadership <ul style="list-style-type: none"> o Entrepreneurial leadership o Driving strategic direction o Driving change | <ul style="list-style-type: none"> - Interpersonal leadership <ul style="list-style-type: none"> o Building strategic relationships o Empowering others o Team building o Communication/ presentation o Influence/ negotiations o Coaching/ talent development - Personal leadership <ul style="list-style-type: none"> o Self-development o Adaptability/ flexibility o Engenders trust - You for your employees - You as an individual |
|---|---|

2. Suggested process:

2.1. [Please review the gross list of questions in appendix 4.1 & 4.2, page 67-69 of the "Work Book".](#)

You are encouraged to adjust the questions to your scenario and needs.

2.2. You would want to email the questionnaires I & II to:

- Your boss and/or your boss-boss
- 1-2 peers

2.3. You would want to email the questionnaires II to:

- 3-4 team members

2.4. Ask them to return the questionnaires and then conduct brief follow up sessions of 10-15-20 min to understand:

- Outliers (unusual results)
- General trends and signals to understand (especially if scores are low or high)
- What didn't you see coming?

3. Please be prepared to discuss:

- 3.1. What are your learnings from the feedback?
- 3.2. What can you use going forward?
- 3.3. What do you intend to do?

3.4. What will be a future yardstick to acknowledge that you achieve your intentions?

Inspiration:

- a. [What makes a 360 degree review successful?](#) b. [Employee Feedback For Managers: Why Do Effective Managers Seek Feedback?](#)

0.5 My Next Learning Level - Interviews

1. The intend of this exercise is two-fold:
 - 1.1. Examine your interviewees experiences in arriving/ settling into their senior position
 - 1.2. Obtain advices to what you need to learn and de-learn, what to upgrade, improve in your performance, leadership and personal growth to become a stronger fit for the current or future role
2. A way forward can be:
 - 2.1. Select/ agree with 3-4 individuals – peers or superiors, who you consider more experienced, knowledgeable, who have access to different information based on their higher organizational position. People don't have to be only from within the company.
 - 2.2. [Review the questionnaires](#) – appendix 4.3 – page 70-73 – and amend to your situation/ needs.
 - 2.3. Pre-submit your questionnaire allowing for pre-reflections.
 - 2.4. Run the questionnaires as a conversation, and less so as a direct brain-tapping
 - 2.5. You want to listen to what your interviewees have to offer, yet also look out for “what they don't talk about”, “which pains did you have to go thru to get to where you are?” etc.
3. In the training please be prepared to discuss:
 - 3.1. What are your learnings from the feedback?
 - 3.2. What can you use going forward?
 - 3.3. What do you intend to do – and how?
 - 3.4. What will be a future yardstick to acknowledge that you achieve your intentions?

Inspiration:

- a. [Reaching Your Potential](#) Leadership/ Performance Pipeline
 b. [Find Success Your Own Way](#) (5:26 min) h. [An introduction to The Leadership Pipeline](#) (7:48 min)

Scaling:

- c. [How to Take Personal Development Off the Backburner – Tactical Frameworks for Leveling Up](#) i. [15 Skills Senior Leaders Must Master to Be Great Managers of Managers](#)
 d. [13 Things That Will Happen When You “Level-Up” As A Person](#) j. [10 Leadership Traits for Senior Management](#)
 e. [Leadership Maturity](#)
 f. [Intelligence + Maturity = Better Leaders](#) (3:25 min) You
 g. [Difference Between a Young Leader and a Mature Leader](#) (9:28 min) k. [Why specializing early doesn't always mean career success](#) (13:53 min)
 l. [Are you ready to be coached?](#)

0.6 Productivity

Who owns productivity in your team? Department? Company?

In the beginning of work from home of Covid many organizations noticed a productivity increase by approx.20% for no other reason than uninterrupted time to get things done, ie less office talks, interruptions from outside etc.

Imagine what we can achieve if we take a systematic approach to identifying time wasters, different ways of working, upgrade our policies of collaboration etc.

Thus, purpose of this exercise is to go close on production – both yours and that of your colleagues – by means of understanding how time is actually spend (we are looking for pointers/ overall directions of how time is split (and not on the hour, minute or second)), and by identifying measures to improve productivity.

For the coming 4-6 weeks please arrange;

1. You conduct time taking and analysis of your own time spend over the course of at least 2-4 weeks
 - 1.1. Involve 2-3 of your colleagues to do time taking for periods of 2-3 weeks
2. Start by down-loading the app [Toggl Track](#) (Free) – each of you.
 - 2.1. In 'Timer' you can start timing each task right away
 - 2.1.1. As you would want to label tasks do yourself the favor of setting up 'blocks' of work, ie admin, HR, customer service, e-mails, meeting, web surfing for facts, private web surfing...etc.

- 2.1.1.1. If you are looking for further detailing you may want to identify projects where time is spend on specific customers, part of a process – for instance within sales; emails to new clients, cold canvas talks, follow up on emails, sales meetings, negotiations...etc
- 2.1.2. Be honest - ask people to insert time spend away from ‘productive time’ like lunch, private matters, surfing the web etc.
 - 2.1.2.1. You will get a chance to deal with this later on – for now, it’s a matter of getting raw data about time spend
- 2.1.3. Should your time registration not match the full day of work, its recommended that you manually insert best estimates at the end of the day.
- 3. During the process, you would want to do weekly check ins to;
 - 3.1. Ensure time is actually being recorded - and in a suffecient quality
 - 3.2. Sound out what the process does to peoples work rhythm
 - 3.3. Tap into ideas generated by the process
- 4. Once completed – you want to analyze how time is spend for;
 - 4.1. Timewasters
 - 4.2. Ways of work that can be done easier/ less bureaucratic
 - 4.3. Which tools/ policies do we need to support a new way of working
 - 4.4. Culture of collaboration – including respect for less distractions...
 - 4.5.etc

For further details please also see page 74-78 of the “**Work Book**”.

Inspiration:

- a. [Toogl Track Intro](#) (6:00 min)
- b. [Time Tracking Experiment: What I Learned After Analyzing Every Minute of My Life for 30 Days](#)

0.7 Teams – Do We Do Our Best

The purpose of this debate is to examine your team – what is the characteristics, its norms, way of working – or less so.

- 1. During this pre-work period – in silence – please act as a ‘fly on the wall’ observing the actual inner workings of you and your colleagues. What are the characteristics of it?
 - 1.1. How will you rate each of the traits; Positive – mediocre – not happy about?
(You may also want to use page 42 of the **Work Book**)

0.8 People-Test-People Certification

People-Test-People (PTP) provided by People-Test-System is the personality analysis which many past participants have been involved in during the “**Welcome to Leadership**” training.

- 1. The inclusion of certification for the PTP serves a variety of important purposes;
 - 1.1. To upgrade your understanding of other people
 - 1.2. Become wiser and more nuanced in tailoring your feedback and guidance to other people
 - 1.3. To set an example of how skills are developed to a ‘next level’
- 2. The certification entails 2 days of live/ video training offering you:
 - 2.1. Becoming certified in use of the PTP-personality analysis
 - 2.2. Before the “**Leaders Whats Next?!**” training please aim to use the two free PTP’s tests with people you know very well and intuitively understand their motivations for behavioral patterns.
- 3. For the “**Leader’s Whats Next**” please prepare:
 - 3.1. Basis your analysis – explain how you:
 - 3.1.1. Are as an individual
 - 3.1.2. Perform tasks
 - 3.1.3. Conduct leadership
 - 3.2. 3-5 sets of character traits for the other participants to analyze and offer feedback to see also page 41.

Logistical details of the certification will be advised in due course.

If needed you will be responsible for covering cost of lodging and transport in connection with attending the certification at the office of People Test System.

Day 1

1.1. OKR's - Objective and Key Results – 0-6 Months + 0-24 Months

4. What will make this training extraordinary great for you?
5. Please prepare a very brief introduction of yourself, near family, spare time activities including one odd/unique detail about yourself...?

1.2 PTP Certification

In connection with the PTP certification you will have completed the People-Test-People analysis from People Test System.

Understanding that you have already examined your analysis at the training;

1. In 1:1 sessions with co-participants explain your personality analysis in details, including possible cross-combinations

Inspiration:

Personality:

- a. [Can Personality Be Changed?](#)
- b. [The Greatest Threat to Success and How to Avoid It](#) (4:23min)

Self-awareness:

- c. [What Self-Awareness Really Is \(and How to Cultivate It\)](#)
- d. [The "End of History" Illusion](#) (4:15 min)
- e. [Why do so many incompetent men become leaders?](#) (9:32 min)

1.3 'Do I Do My Best..?' - What Does the Organization Say About Me

This is a continuation of the exercise from page 12 of the "Work Book".

The purpose is to obtain a 360 degree-ish direct feedback to your operation as a manager and leader. You would want to have involved 6-7 colleagues asking 'Did I Do My Best...?' to various subjects thru the suggested questionnaire.

1. What are your learnings from the feedback?
 - 1.1. What were the obvious?
 - 1.2. What didn't you quite see coming?
 - 1.3. The (big) surprises?
2. What do you intend to do going forward?
3. What will be a future yardstick to acknowledge that you achieve your intentions?

1.4.1 At This Stage – Why Leadership?

You have been a leader for several years.

1. You may, or may not, have asked yourself over the years – why am I a leader?
 - 1.1. What is your current arguments for being a leader?
 - 1.2. Why is a leadership role important to you – why not be a senior specialist?
 - 1.3. What is your future drive/ motivation for being a leader – a great one – and not just a mediocre one?!
2. Make your case in a 30-40 sec recorded video – and be ready for a debate of same.

1.4.2 My Leadership Vision

A personal leadership vision statement focuses on what you want to be as an individual, achieve and contribute, and on which principles.

The statement becomes a personal constitution allowing you to make major (potentially) life-directing decisions, the basis for daily navigation during emotions and circumstances that affect our lives.

It may be written in a variety of ways. Some may choose lists, paragraphs or poems. Because everyone is unique, a personal mission statement intends to reflect that uniqueness both in content and form.

Once you have a sense of mission/vision, you have the essence of your own proactivity leading to a direction for your working life allowing for goals, values and contribution to come together.

1. What we are looking for is a 'statement' of 2,3-10 lines, maybe up to 3-3 brief chapters or as individual lines.
2. Also, make your case in a 30-40 sec recorded video – and be ready for a debate of same.

Inspiration:

- a. [How to Build Your Leadership Vision](#)

1.4.3 My Leadership Values

The intention of this exercise is to (re)examine your leadership values.

At this advanced stage of your career, you will be expected to be more settled in your believes and cardinal points of values, hence:

1. Please define your personal core leadership values – what do they mean, what don't they entail?
2. How are your values negotiable/ non-negotiable?
 - 2.1. What does that say about your values – and you?
3. How would you rate yourself on 'living my values' today – and what may be your trajectory over the coming years?
4. Record yourself in a 30-40 sec video explaining scope/ not scope of one value - be ready for a debate of same.

Inspiration:

- a. [What are Leadership Core Values?](#)
- b. [How to be an upstander instead of a bystander](#) (5:30 min)

1.4.4 What Do I Intend to Do for Others?

What are you going to do for others as a leader?

By now you will have established yourself in the organisation and in the team – you have leverage, budget and some room to make personal decision in favour of others, hence;

1. What can, should, could and ought you be doing for others – by design?
2. An intriguing angle to the question would be; what can you do when you have 'nothing'?
3. Record yourself in a 30-40 sec – be ready for a debate of same.

Inspiration:

- a. [Contribution in Leadership](#)
- b. [How to Get Ahead in Life - Givers, Takers and Matchers](#) - The New York Times (4:02 min)
- c. [Life's Great Question by Tom Rath](#) (first 16:24 min)

1.5 My Next Level Learnings and Skills

You have been interviewing people to understand how you can upgrade and improve yourself in your current role and making yourself ready for a potential next job.

1. What did you learn?
 - 1.1. What was your obvious, odd, or surprising findings?
2. How will your learnings impact designing your future
 - 2.1. Learnings upgrades/ needs?
 - 2.2. Self-renewal?
 - 2.3. Choice of jobs/ career steps?
3. Short-term your need to advance/ upgrade:
 - 3.1. Maturity
 - 3.2. Skills/ perspectives
 - 3.3. Leadership/ values
 - 3.4. Performance
4. In groups, please debate how you can upgrade each of these areas

1.6.1 Career Strategy – Where Are You Heading?

Having conducted several in-depth and reflective exercises – the intention of this exercise is to do a wider and longer view of your career. What is next?

To complete this exercise please be honest about your current and future abilities, performances, contributions, learnings, joy, happiness, and growth – no need to cover up or be unambitious.

1. Which trajectory resembles your job/ career scenario over the past 5-7 years?
2. Where would you want to be heading?

1.6.2 Personal SWOT-Analysis

3. You'll likely have worked SWAT-analysis for your organization or teams – the questions now is; how does one look like for you as an individual?

1.6.3 Competency Mapping

4. This exercise is meant to examine the state of your traits/ competencies. In your evaluation please consider the standard you are measuring against – is it up against an internal company standard, an industry code, a national level of excellence or even on a global level – but most importantly please be frank in seizing yourself up.

1.6.4 Designing Performance

5. This exercise is primary about envisioning your future at your company and secondary your private life. At work - how do you want your career to pan out; which lines of speciality do you want/ need to be in, which jobs do you want, what do you want to contribute etc. Try starting with steps of 5 years. In private – *'when are you going to Japan?'* Please aim to be as specific as possible throughout.

1.7 “I Have A Dream”

The intention of this exercise is to conduct a speech titled *“I Have a Dream!”*

The exercise will run like this:

1. One by one you present your dream
 - 1.1. Co-participants observe for feedback and rating of content, style, genuity, engagement and 'x-factor'.
 - 1.2. Upon competition each co-participants offer 1-2 minutes feedback
 - 1.3. The speaker can only accept, but not explain or comment on the feedback
 - 1.4. ...next speaker

Please prepare a 12-15 minutes speech.

The essence is to build trust inside the team of co-participants by offering an insight to who you want to be. Please tell the most significant (emotional) experiences to support your story,

Content – you may choose to draw from:

Early life:

- a. Where you are born and under which circumstances did you grow up?
- b. In your formative years - what work did your parents do? How did/may it have influenced you?
- c. Your relationships at home – who did you look-up to, how did they impact you?
- d. Success and set-backs you experienced in school - primary, secondary, and high school, college and university – how did they mark you?
- e. Experiences that shaped or changed your life – the best advices received?

Business:

- f. 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?

- g. Milestones and success – invite us into some of your best achievements/ moments and how they touched you?
- h. Dragging moments – how and where did you feel challenged/ dragged back – how did they impact you?
- i. Principles, values, commitments, convictions, preferences – where and how have they taken shape in your career?
- j. Heroes and personal development – who and how have people mattered to you and influence your development to this day?
- k. Transitions – have you moved companies, jobs or roles and how have it impacted you?
- l. Where did you thrive? Which environment and boss have impressed and satisfied you the most?
- m. Today - what makes you most happy, proud, annoyed – angry?
- n. What you still want to achieve in your professional life?

Put it all together into “I Have a Dream”;

1. Where are you from?
2. Where are you heading?
3. What is it you want to achieve?
4. Who do want to become?
5. What do you want for your team, your organization?

Inspiration:

- a. [How to identify and tell your most powerful stories](#)

1.8 Review of Today's OKR's

1. On page 21 of the “Work Book” - please rate your own performance on a scale of 1-10 (10 being the highest) – ‘Own Evaluation’
2. For every co-participant in your group please prepare;
 - 2.1. Scores for each of the objectives 1-6
 - 2.2. Two observations;
 - 2.2.1. A pleasant/ uplifting/ moral boosting one
 - 2.2.2. A piece advice/ a hope for tomorrow of how to lift the persons presence or performance the following day
3. In groups;

In turns - to each of the group members - introduce their scores and the two messages – the uplifting and the advice.

Homework

4. Articulate one/ two OKRs for your performance for day 2 – what do you want to work with?
5. Please read/ watch articles and videos per the per-work for every session of Day 2

Day 2

2.2 Review of Evening Work

1. Reflection on the exercise closing day 1 – what did you, what did we do brilliantly?
2. How can we improve, how can you improve – and why?
3. What was the real intend of the exercise?

2.3 Production

1. In preparation for this training – chapter 0.6 - you were encouraged to do a productivity drive involving yourself and colleagues around you.
 - 1.1. What were the findings - with you and your colleagues?
 - 1.2. Be ready to discuss what your findings will, and, can to next
 - 1.2.1. You may want to consider what a perfect week look like?
 - 1.2.2. How much time would you allocate to which functions/ priorities/ tasks?
 - 1.2.2.1. How do you get there?

2.4 Employee Performance – Different Standards

The purpose of this exercise is to examine how different performances are exhibited in a job function.

1. Please detail behaviours/ work patterns of the varied stages of performance

2.5 Developing People

The purpose of this exercise is to discuss which factors needs considerations when evaluating if somebody is ready for a new job The central point is if the individual can handle future requirements, not today's job.

1. What needs to be involved?

Inspiration:

- | | |
|---|--|
| a. Employee Development: How To Grow Your Employees When You Can't Promote Them | d. How to tame your Advice Monster (14:30 min) |
| b. 10 criteria for employee promotion | e. 30 Awesome Coaching Questions for Leaders |
| c. Promotions Aren't Just About Your Skills – They're About Your Relationships | f. 30 Great Coaching Questions |

2.6. People and Motivations

Based on the PTP-psychometric test we will be examining:

1. Debate universal emotions, and subsequent stereotype behavioral strategies
2. Management roles and emotional anchoring
3. Using the PTP-template please position 1-2 character traits from each section, like above example.
4. Where in the diagram would you position the following characters:

4.1. Leader	4.5. Disciple
4.2. Manager	4.6. Supporter
4.3. Strategist	4.7. Stimulator
4.4. Critic	4.8. Inspirator

Inspiration:

- a. [Understanding values: Schwartz theory of basic values](#)

The purpose of this exercise is to recognize and discuss sets of character traits – and how they may impact an individuals impact on others.

Attending the PTP-certification provided you with a framework and details to read other people.

For debate in the room please have ready:

5. 5 x combinations of character traits, each including 3-5 different traits.
You may find inspiration in your own personality analysis or from the analysis' you have conducted before the training. For instance:

2.7 Teams

The purpose of this debate is to examine teams – the quality of yours, and how a team's internal and external performance can be improved. Please also refer to pre-work in chapter 0.7.

1. Think of your current team – what are the characteristics of it?
 - 1.1. How will you rate each of the traits; Positive – mediocre – not happy about
 - 1.2. Which future state do you desire, including which traits do want to keep, upgrade, make obsolete – rate them!
 - 1.3. How would the assessment and rating look like if you asked your team?

A team is a unison of individuals.

2. For your team, please articulate a team charter.
You may want to use the format on the next page, yet otherwise design your own, yet please consider to include elements like:
 - What is the nature of the team?
 - What is the ultimate purpose?
 - Where are we heading?
 - Vision (Mission)
 - Strategy?
 - Most-win-battles?
 - Primary tasks?
 - Stakeholders
 - Budget

Inspiration:

- a. [How to Create Your Team Charter \(and Why You Should\)](#)

A team is a variety of competencies – or intelligence if you will.

The purpose of this question is to examine how your team members character traits and skills competencies are different or overlapping – and it impacts on production, collaboration and competitiveness.

When Lars Fruergaard, CEO of Novo Nordisk (pharma company aiming to defeat diabetes) invites a new member to the executive team the aim is to get to know the individual – pros and cons, successes and failures, background and not least years of formation. Similar all other members share their background allowing everyone in depth to understand each other, how to better collaborate, make the best of/ from each other and to succeed as a team.

Along such lines - you are encouraged to conduct an analysis of each team members – potentially use a similar approach to the Competency Mapping, page 30 – and/or by means of a psychometric analysis.

3. Which personality traits are obviously (dis)similar – and what does that do to your collective agreement/ disagreement?
4. Which skills/ competencies are (not) different – and what does that do to your way of production, collaboration – or not?
5. **Optional** - How does your competencies compare to the industry/ best in class?

A team of 7 members consist of 21 unique relations. To ensure a healthy community and progressive collaboration you are encourage to detail 2-4 core team values of the team to understand sub-, par- or top-performance. Next, please consider which consequences you want to design for the various levels of performance.

6. This example is available [online](#) - please complete one for each value/ behaviour
7. This example is available [online](#) – please complete 5-10 examples.

Any team has stakeholders – be it internally or externally – friendly, or not. Use this or any other format you desire.

8. Who are your stakeholders?
9. What is your strategy of relating to, or collaborating with them?

Inspiration:

Teams:

- a. [Six Factors for Team Effectiveness](#)
- b. [The Best Teams Hold Themselves Accountable](#)
- c. [How Google builds the perfect team](#) (2:22min)
- d. [What makes one team smarter than another?](#) (8:38 min)
- e. ["+1 #245: On A Bad Team"](#) (first 3:17 min)
- f. [Build an A-Team](#) – Whitney Johnson (2:53 min)

Decision Taking Process:

- g. [How to Make Great Decisions, Quickly](#)
- h. [When should leaders own a decision and when should they delegate?](#)
- i. [The Decision-Making Process is a Team Sport](#)

Collaboration

- j. [Help Your Team Agree on How They'll Collaborate](#)
- h. [High-Performing Teams Don't Leave Relationships to Chance](#)

To Disagree/ Conflict Resolution:

- i. [How to Disagree with Someone Constructively and Gracefully](#)
- j. [How to Disagree Productively and Find Common Ground](#) (14:56 min)
- k. [27 Conflict Resolution Skills to Use with Your Team and Your Customers](#)

Six Thinking Hats

- k. [Edward de Bono - discusses the Six Thinking Hats](#) (2:55 min)
- l. [How to Use the Six Thinking Hats Method for Problem Solving](#)
- m. [Turn a Good Idea Into a Great One With the 'Six Thinking Hats'](#) (5:28 min)
- n. [11 Strategies for Effective Stakeholder Management](#)

Stakeholder Management

2.7.1. 9-Grid Box

The purpose of this exercise is to take an objective – maybe hard – look at the members of your team, and how they contribute, are fit for now and the future, and not least who performs and/or have potential.

NB!! Its easy to be kind by gravitating your scores towards the top right hand corner – please don't fall in the trap, but be realistic.

1. Who are being considered + arguments for + arguments against
2. Using the 9-Grid Box – please position your team members in the various boxes.

Inspiration:

- o. [The 9 Box Grid: A Practitioner's Guide](#)

2.7.2 Success Planning:

1. Inspired by this [overview](#) please consider a succession plan for your organisation.
 - 1.1. 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
 - 1.1.1. 1-2 internal candidate
 - 1.1.2. Scan the external landscape for 1 or 2 candidates

Inspiration:

- a. [The holy grail of effective leadership succession planning](#)

2.8 Why I Want to be Led by You!

This exercise is a speech titled “*Why I Want to be Led by You*”.

Criteria's:

1. Prepare for a 7-10 minutes speech
2. Ensure 2-3 pointed observations/ arguments to each of your co-participants
3. After the speech, the speaker remains on stage
4. The listeners will offer feedback – 1-2 specific details

2.8 Review of Today's OKR's

1. On page 35 - please rate your own performance on a scale of 1-10 (10 being the highest) – ‘Own Evaluation’
2. For every co-participant in your group please prepare;
 - 2.1. Scores for each of the objectives 1-6
 - 2.2. Two observations;
 - 2.2.1. Two pleasant/ uplifting/ moral boosting ones
 - 2.2.2. A piece advice/ a hope for tomorrow of how to lift the persons presence or performance the following day
3. In groups;
 - 3.1. In turns - to each of the group members - introduce their scores and the two messages – the uplifting and the advice.

Day 3

3.2 Review of Evening Work

1. Individually, what was your learning of last night – what did you and the group do excellently?
2. In groups, please exchange views

3.3 Profitability/ Cost of Leadership

The purpose of this exercise is to examine the impact of positive or negative leadership to the ROI of salaries.

1. Please build a scenario and calculate the total profit to salary of leadership based on engagement levels in your company.
2. Please calculate the costs of leadership taking into considerations stress, loss of productivity etc

Inspiration:

- a. [Turn Over Calculation](#) (Download)
- b. [The Cost of Poor Leadership](#)
- c. [Calculating the Market Value of Leadership](#)

3.4 You, the Team, and the Strategy

You are management.

The day you were appointed team leader you stepped away from being a colleague. You became part of the structure to set direction, make plans, guide, coach and hold people accountable and with power to make decisions.

One of your finest, expected, tasks are to tell the story of where the company is heading, how your colleagues' efforts matter and fits the journey – in other words WIIIFT (what is in it for them)

That's what we will explore here.

1. Identify 2-4 board level topics/ strategic challenges/ must win battles and cascade with 'headlines' or KPI's through the organization all the way to customer impact.

Inspiration:

- a. [Making Your Strategy Work on the Frontline](#)
- b. [How to Help Your Employees Own Your Strategy](#)

3.5 Organization Design/ Hack My Challenge

This exercise will be conducted in a 'hack my challenge' style.

'Hack my Challenge' entails that you will present a challenge about your organizational design or set up which the co-participants will comment on, make suggestions to, bring ideas to the table – brainstorm – to help you move on or solve your potential challenge.

1. Please prepare a 2-5 minutes back story to your challenge, then be available for clarifying questions, and then step aside listening to a round of comments and suggestions to your challenge.

Inspiration:

- a. [Team Structure Diagrams](#)
- b. [Organizational Structure](#)
- c. [The Steps Of Organization Design](#) (23:33 min)
- d. [How to Make Reorgs Less Terrible](#)

2. Structures

In follow up this session – please consider which components of organization that would you need to develop, strengthen, or abandon as part of your redesign?

Purpose/ strategy/ vision/ mission?

Values/ culture

Customer segments/ go to market channels?

Departments; IT, human resources, sales, marketing, production, customer service, finance, legal

Roles/ responsibilities/ authority/ power to...

Efficiency/ productivity

3.6 Value or Cultural Roll-Out Program

The point of this exercise is to debate value and cultural roll out – how do we go from unstructured patterns of behaviours to coordinated ones?

1. On page 50 of the “**Work Book**” we discussed articulation of values – sub-, par- and top-performance – how would you implement a set of values into the team, department and organization – so it anchors?
2. Which components need involvement?
 - 2.1. Please don’t forget communication, the informal network of any organization – and what more?
 - 2.2. Please be aware that some components of the process have to take longer than others
3. What will be your process?
4. How will you anchor it?

Inspiration:

- a. [Promote Core Values at Work](#)
- b. [Articulating Company Values & Living Them Authentically](#) (32:55 min)
- c. [How to Make a Cultural Transformation](#) (9:56 min)

3.7 Leadership – Operational Level

1. What should be the 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 6 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 post- interviews “Do I Do My Best...” survey?
 - 5.1. How expansive are you in your expectations – and what would it take to be utmost ambitious?
6. Which results do you plan to come from your next employee engagement survey?
 - 6.1. How expansive are you in your expectations – and what would it take to be utmost ambitious?
7. How magnificent can you make your team in 12-18 months when you do your very best – and then some more?
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 educate for more challenging specialist work within: 12 months- 13-24 months- 25-36 months
10. 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?

Private

12. If you peel of all layers of professional achievements and skills – what kind of person are you left with?
13. How do you personally define long terms success?

Inspiration:

Concepts/ Templates:

- a. [Performance + Learning + Development Plan - 1-Pager](#)

Feedback:

- b. [How to Give Feedback People Can Actually Use](#)
- c. [The Key to Giving and Receiving Negative Feedback](#)
- d. [Why Feedback Fails](#) (3:03 min)

Coaching:

- e. [The Coaching Habit: Michael Bungay Stanier & Marshall Goldsmith](#) (4:19 min)
- f. [How to Coach Your Employees](#) (3:49 min)

Candour:

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

Career Plans:

- i. [What to Put into a Career Development Plan](#) (13:08 min)

Hope

- j. [PNTV: Making Hope Happen](#) (14:12 min)

Delegation/ OKR's/ Goals

- k. [Avoid These Mistakes of Effective Delegation](#)
- w. [Measure what matters](#) (8:45min)
- x. [+1 #270: 2 Scorecards](#) (1:39min)
- y. [What are leading indicators and why do I need them?](#)
- z. [Why You Should Stop Setting Easy Goals](#)

Application for OKRs:

- aa. [Quantive.com](#)

3.8 Managerial Exchange

1. First – as a group decide if you want to conduct managerial exchange.
2. Affirmatively, may these principles apply:
 - 2.1. You'll be both an observer and an observed
 - 2.2. Preferably 2 days for each session
 - 2.3. As a host – please prepare:
 - 2.3.1. Prior:
 - Conclude a relative cut-in-stone program so the visiting party, you and your hosting organisation are aware of what is going to happen
 - Make sure to prepare all internal involved parties thus avoiding the awkward “*I don't know why I'm here*”
 - 2.3.2. 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
 - ...
 - 2.4. As an observer – points to consider:
 - 2.5. Need for prior signing of non-disclosure agreement?
 - 2.5.1. Your role is to be ‘a fly on the wall – I'm here to learn from you?’
 - 2.5.2. You are a guest – act like one
 - 2.5.3. You are there to learn, not to direct the business
 - 2.5.4. Be open and fair about your observations and assessments to your host only
 - 2.5.5. ...
 3. Jointly – recommendations:
 - 3.1. Conduct feedbacks every 2-3 hours only, and by business days end
 - 3.2. ...
4. Please also refer to pages 94-95 of this manual.

3.10 Review of Today's OKR's

1. On page 61 - please rate your own performance - ‘Own Evaluation’ - on a scale of 1-10 (10 being the highest)
2. For every co-participant in your group please prepare;
 - 2.1. Scores for each of the objectives 1-6
 - 2.2. Two observations;
 - 2.2.1. A pleasant/ uplifting/ moral boosting one
 - 2.2.2. A piece advice/ a hope for when the person arrives back home
 - 2.3. In groups - In turns - to each of the group members - introduce their scores and the two messages – the uplifting and the advice.

Appendix:

4.4 Productivity - Free Up Fridays for Leadership, Business Development & Innovation

Who owns productivity in your team? You or your colleagues?

My version is that you own the productivity, and you have the responsibility to optimize how times are spent – progressively, productively, and profitably – and when not, you need to intervene.

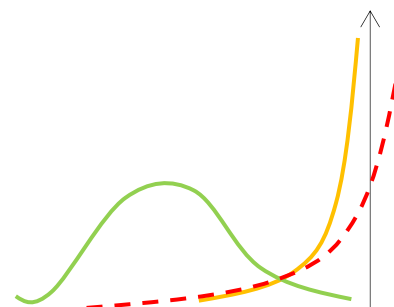
The purpose of this exercise is to examine how productivity can be improved - 20% will do, so you and your team truly have time for strategic important projects, leadership, business development, innovation and operations.

To get started ask yourself; when did you ever attend a ‘class of productivity’ in school, university or professional life? The reality is that you do things ‘your way’, but is it the right way, and right thing, to do?

You may well have participated in other productivity drives and know how to do. In the following we will test how you spend your time, which you then can test up against your strategic, tactical, and operational priorities, and thereby check how your salary is being put to use.

With Toggl Track you'll time yourself - analyse how time is consumed - being curious about what you; a) can do without, b) will continue to do, c) needs staying but done differently, d) can be replaced by technology, e) can be delegated etc – and with data in hand start re-designing use of time during a working week of 37.5 – 40 hours.

The aim is to train your 'observation muscle' to find the little things, the 1-2%'s, that accumulated will free up a full day a week for other more important tasks.



Once you understand the tactic and have own experiences with proven results the idea is to turn to your colleagues with a demand to examine their productivity. What you bring to the table is a trained eye, the necessary (and hard) questions and the authority to fuel or close use of daily routines and practises.

A word of caution; this exercise is not about finger pointing existing work and routines, yet a responsibility of yours as manager is to preserve the owner's money which also includes working diligent to improve productivity in all ranks, yours included.

A side benefit you may find is right-levelling your leadership. Many operational managers tend to be too submerged into daily details and too little attending to more strategic priorities. Understanding your time consumption and tasks offers you the opportunity to elevate your focus.

Before we get started let's check a few things first;

1. What is your net salary per hour – based on 161 hours/ month (excl pensions, bonuses etc) DKK/ EUR?
2. What is the top 3 strategic objectives which you contribute to?
3. What is the top 3 tactical objectives of your team?
4. What is your individual top 3 operational objectives?

Questions 2. – 4. are your guide as to what you should be doing, and compare your time spend against.

Question 1 is your pointer as to the cost of deviation of from your optimal agenda of work.

Let's get started:

1. Scope:
 - 1.1. You
 - 1.2. (Your immediate group of references)
2. Suggested actions:
 - 2.1. Download the app [Toggl Track](#) (Free)
 - 2.2. Start timing your every activity for 1-8 weeks
 - 2.3. Divide your activities into chunks, for instance
 - 2.3.1. Customers –
 - 2.3.1.1. Phase 1 – first calls or emails/ canvas...
 - 2.3.1.2. Phase 2 – Customer visit
 - 2.3.1.3. Phase 3 –
 - 2.3.2. Administration –
 - 2.3.2.1. Invoices
 - 2.3.2.2. Planning
 - 2.3.2.3. ...
 - 2.3.3. Leadership –
 - 2.3.3.1. Phase 1 – Prepare 1:1's/ performance appraisals
 - 2.3.3.2. Phase 2 – Actual face-to-face meetings
 - 2.3.3.3. Phase 3 – Follow up
 - 2.3.3.4. Phase 4 ...

- 2.3.4. Off-line –
 - 2.3.4.1. Private web-surf during working hours
- 2.3.5. Innovation –
 - 2.3.5.1. ...
- 2.3.6. Meetings
 - 2.3.6.1. Weekly management meeting
 - 2.3.6.2. ...
- 2.3.7. “Your own activities”
 - 2.3.7.1. ...
- 3. Once you start involving your colleagues;
 - 3.1. Every week, bi-weekly – every participant should download their results and bring forward to you or their manager to discuss
 - 3.1.1. How is time utilized?
 - 3.1.1.1. Instil the urge/need to be self-critical about how time is utilized
 - 3.1.1.2. Identify a factual reason to debate productivity
 - 3.1.1.3. 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
 - 3.1.2. How productivity can be improved?
 - 3.1.3. 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?

Inspiration:

Time Tracking:

- a. [Toggl Track](#)
- aa. [Time Tracking: How To Use Toggl Track](#) (19:40 min)
- b. [Time Tracking Experiment: What I Learned After Analyzing Every Minute of My Life for 30 Days](#)

About productivity:

- c. [Great Companies Obsess Over Productivity, Not Efficiency](#)
- d. [Productivity Skills to Help You Gain Time Back](#)
- e. [7 Killer Web Apps You Should Start Using](#)
- f. [How to Get Your Shit Together](#)
- g. [Why New Personal Productivity Efforts Don't Stick](#)

Upstream

- h. [Upstream thinking: How to solve problems before they happen](#)

Marginal Gains

- i. [Marginal Gains](#) (first 2:53 min)
- j. [Micro Class: Romancing Your Discomfort Zone](#) (first 4:11 min)
- k. [Micro Class: 10% = 1 Month](#) (3:42min)

Time Management:

- l. [Time Management Techniques for Insanely Busy People](#)
- m. [Time Management - 10 Productivity Tips and Tricks That Work](#) (6:19 min)
- n. [Time Management is About More Than Life Hacks](#)
- o. [Time Boxing](#)
- p. [Before You Set New Goals, Think About What You're Going to Stop Doing](#)

On Emails:

- q. [How to Spend Way Less Time on Email Every Day](#)
- r. [How to achieve inbox zero](#) (12:09 min)

On Meetings:

- s. [How Create the Perfect Meeting Agenda](#)
- t. [How to run an effective meeting](#)
- u. [13 Best Practices for Virtual Meeting Engagement](#)

Delegation done right:

- v. [A Personal Approach to Organizational Time Management](#)
- w. [You're Delegating. It's Not Working. Here's Why.](#)
- x. [For Delegation to Work, It Has to Come with Coaching](#)
- y. [The Most Important Management Concept You're Missing: Task Relevant Maturity](#)

Technics:

- z. [Getting Things Done](#) (8:27 min)
- aa. [Pomodoro technique](#) (5:47 min)
- bb. [How the Eisenhower Matrix Can Fix Your Procrastination Issues](#) (6:36 min)

30 Hours Work Week

- ä. [Få succes med 4 dages arbejdsuge](#) (1hr 7: min) **(Only in DANISH)**
- bb. [The 4-Day Workweek: How To Do More With Less](#)



THE BUSINESS
LEADERSHIP ACADEMY