((o))LEADING PRACTICE
We set the Enterprise Standards!

Introduction to the Foundational Leadership Program

Foundational Leadership Program

Prof. Mark von Rosing

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- Chateau Le Grand Perray
- Objectives of the program
- Overview of the week
- Learning Journey and Agreement
- Peer sharing

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International Team of Professors, Speakers and Coaches

Prof. Mark von Rosing
Program Executive & Coach
GIobal University Alliance
France

Maria Hove
Leadership Program Speaker
International Horse Trainer
Château Du Grand Perray
France

Victor Abele
Senior Director General in the Government of Canada.
Recognized Business Transformation leader,

Anette Falk Bøgebjerg
Senior Director, LEGO Group
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Global University Alliance

Research Themes

The Global University Alliance aligns intellectual resources across the academic world to:

RESEARCH: Address research concerns and questions that span from leadership to operational execution concepts, design, functions, tasks, information handling and governance and the relationships between those concepts within leadership and management disciplines.

UNIVERSITY CURRICULUM: Develop university curriculums for General Executive Programs (General Management, Advanced Management Programs), Bachelor and Master level.

DEVELOP STANDARDS: Package applied academic research and findings into reusable Business and Information Management standards that used by industries and universities alike.

COMMUNITY SHARING: Share and publish the findings either in publications or to the Business & IT community as a whole.

Publications: We publish our research and findings in multiple publications, both together as a research group or as individuals (based on research focus).

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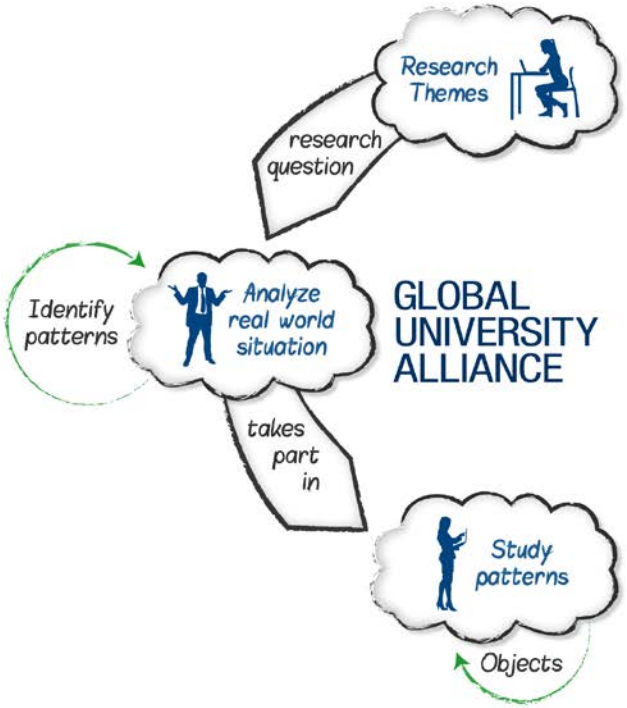
Analyze real world situations

Global University Alliance

Study patterns, practices, concepts

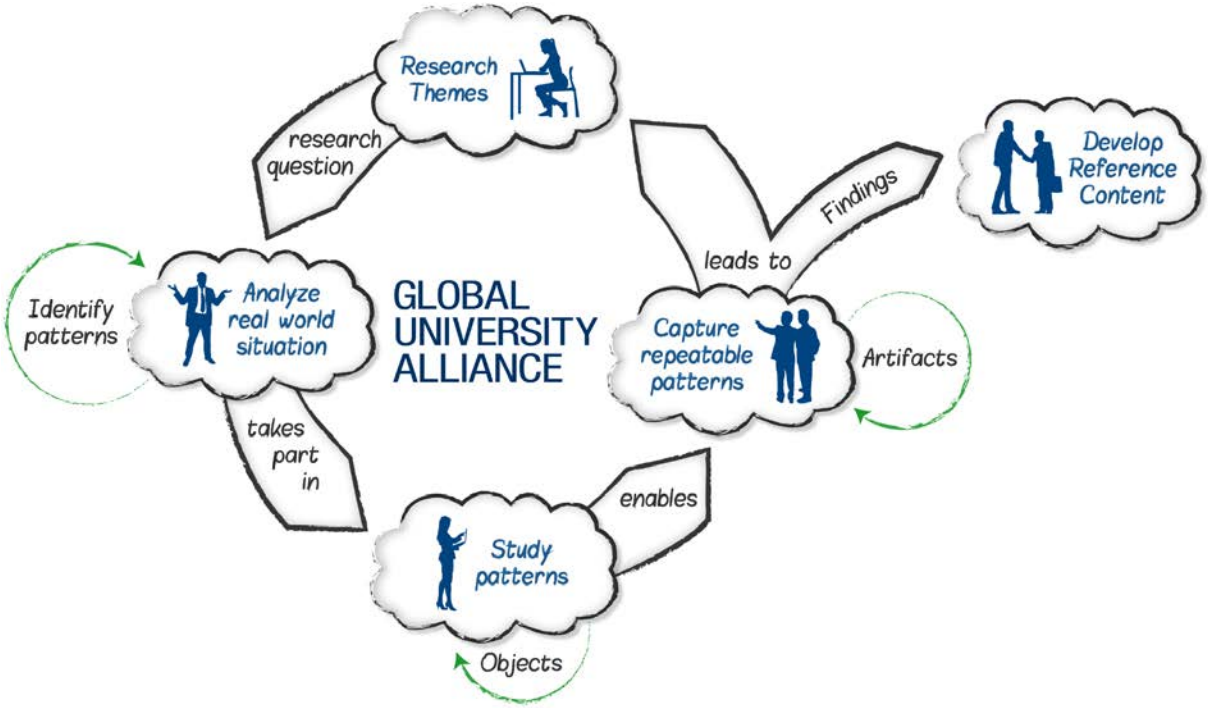


Global University Alliance

Capture repeatable patterns

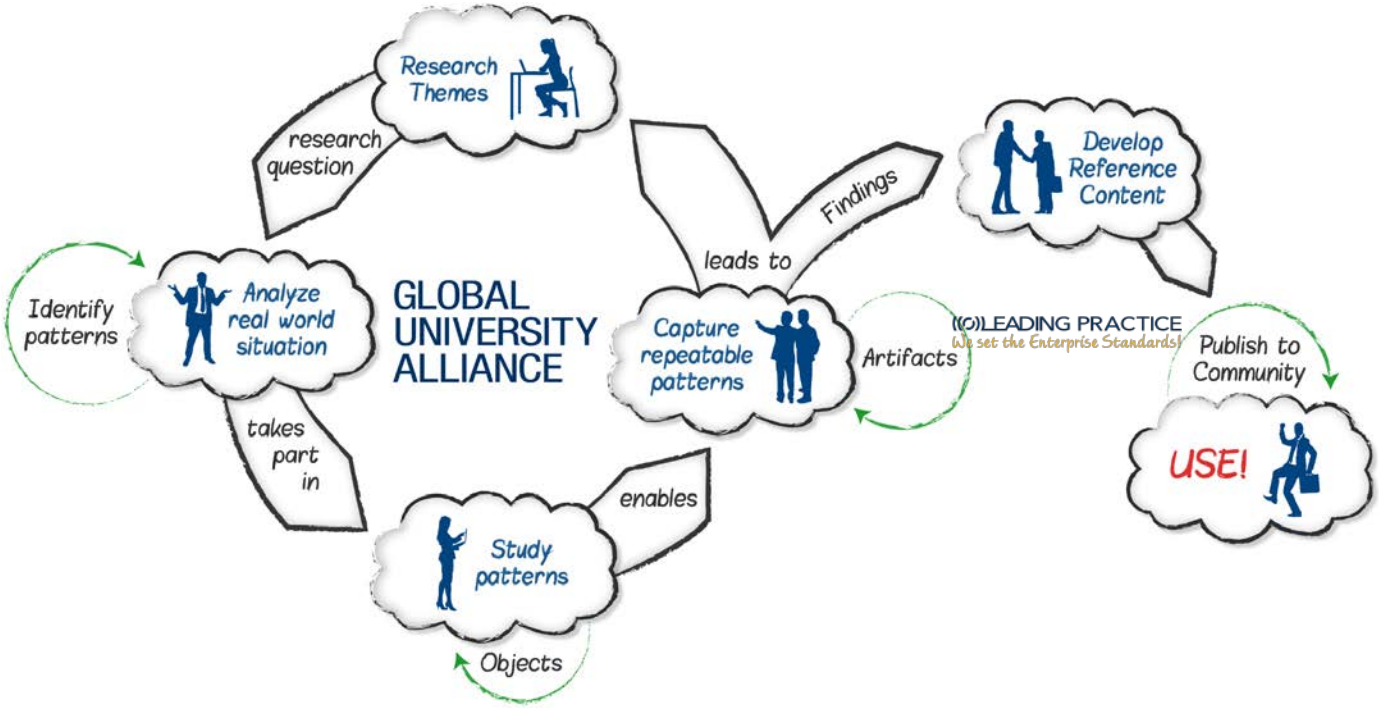
Global University Alliance

Capture Reference Content



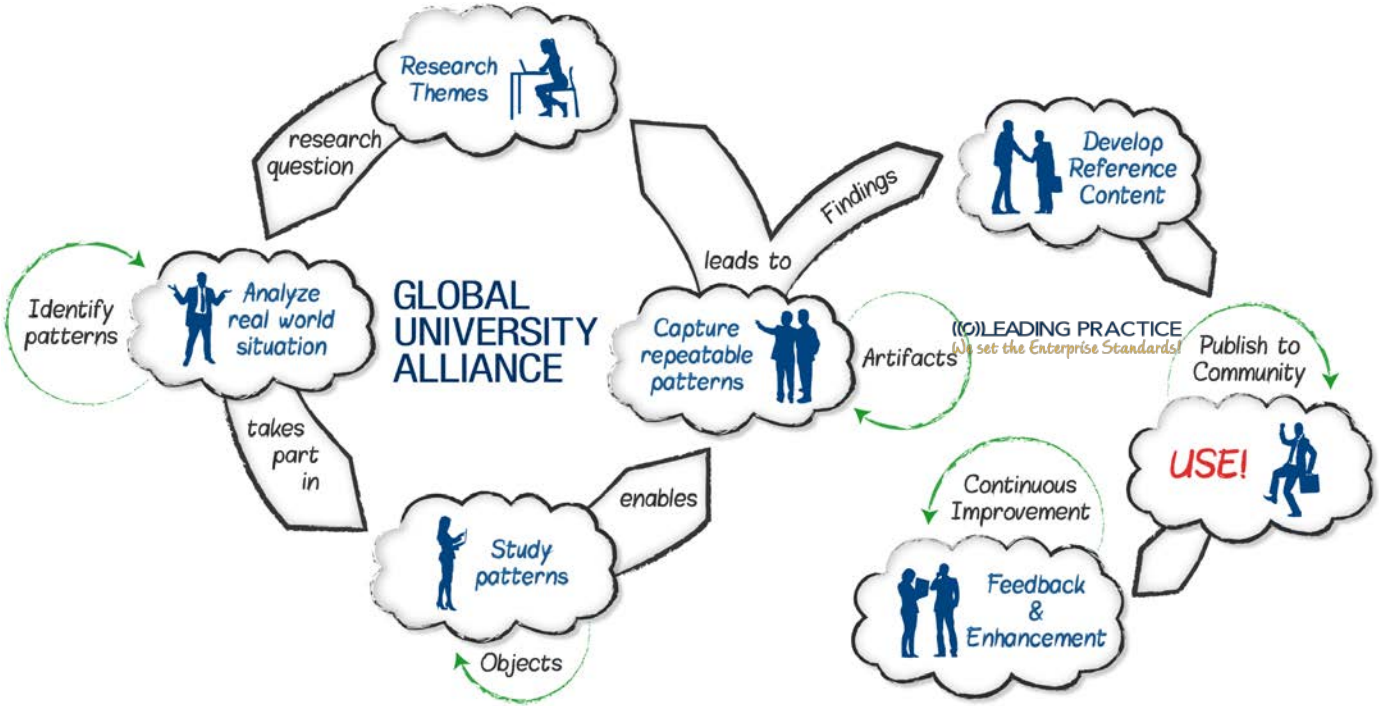
Global University Alliance

USE!



Global University Alliance

Feedback & Enhancement



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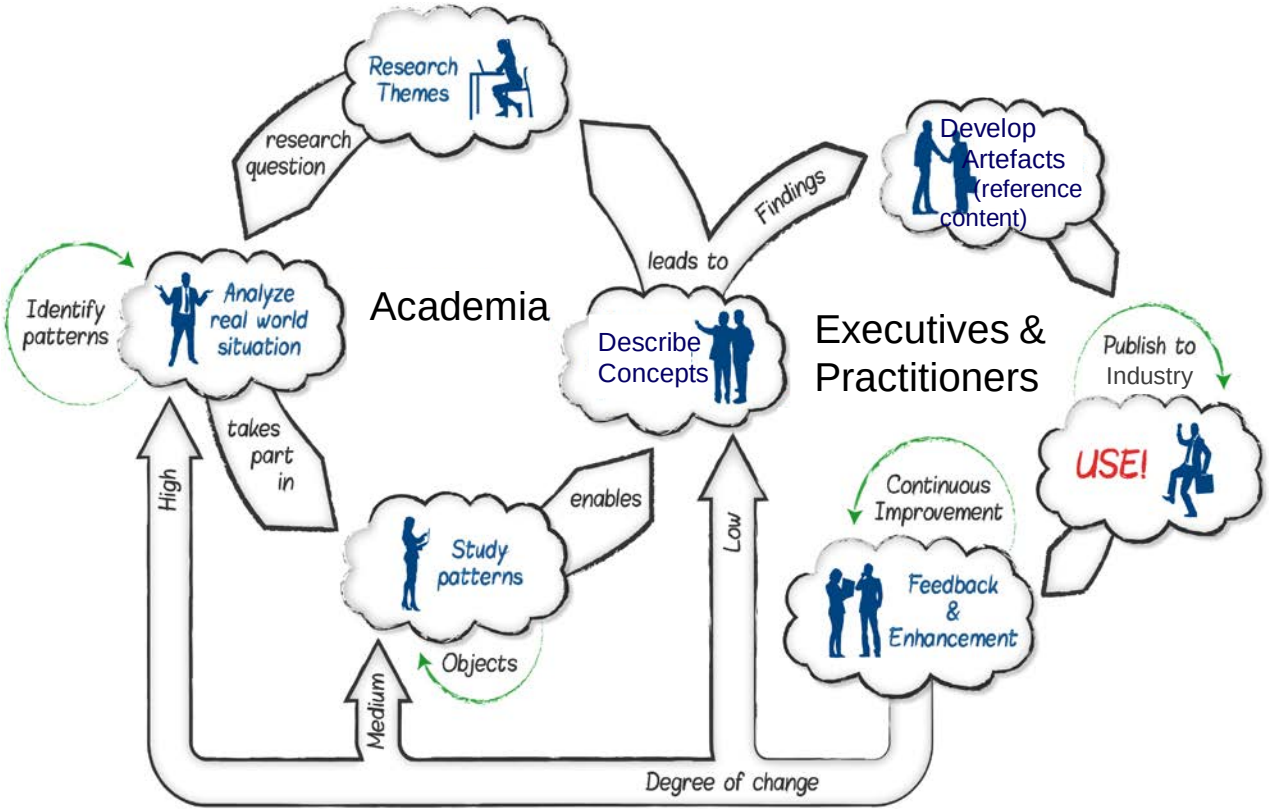
Degree of change



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energistics

ISO International Organization for Standardization

CEN CENELEC ETSI European Standards Organizations

IEEE

OMG Object Management Group

NATO OTAN

ISF Information Security Forum

W3C World Wide Web Consortium

NIST

INCOSE

Prof. Mark von Rosing

Professor | Chairman of the Global University Alliance | Authority in Standard | Business Transformation Guru | Patternicity Scientist

Prof. Mark von Rosing is in every way an innovator affecting standards, frameworks, methods, and approaches internationally. In1999, he founded the Global University Alliance (GUA), an international consortium of +450 university lecturers and researchers whose aim it is to provide a collaborative platform for academic research and analysis leading to the creation of de-facto enterprise standards.

He has been involved of developing 96 Enterprise Standards and 56 Industry Standards. Founder of 'LEADing Practice" the Enterprise Standard body, and also has had a significant or primary role in developing standards in the following standard bodies:

- **World Wide Web Consortium (W3C):** lead the World Wide Web development to its full potential by developing protocols and guidelines that ensure the long-term growth of the Web/Internet.
- **ISO:** coordinating the development of international standards among various national standards organizations. Currently focused on are ISO 42010, the Systems and Software Engineering Architecture Description, and ISO 279, the Innovation Standard.
- **CEN:** the European Committee for Standardization (CEN, French: Comité Européen de Normalisation). Developing and maintaining coherent sets of standards and specifications across the thirty-three member countries. More than 60,000 technical experts as well as business federations, consumer, and other societal interest organisations are involved in the CEN network that reaches over 460 million people.
- **NATO:** the North Atlantic Treaty Organization; developing standards for the intergovernmental military alliance organizations. Strategy and Performance Management is used for the collective defence joint mission execution, both in mutual defence in response to an attack by any external party as well as for peacekeeping missions. In addition, the standards from LEADing Practice related to capability modelling, joint Business Process Execution and Enterprise Architecture are used as basis for NATO standard development i.e. the NAF 4 (NATO Architecture Framework).
- **Energetics:** Development of the energy standard body, Energetics, Prof. von Rosing is part of developing the energy standards used by countries and companies around the world. This includes the standards used by the upstream oil and gas organizations; providing improvements for their business models, performance concepts, and process and data models.
- **The Information Security Forum (ISF):** development member of the Information Security Forum
- **Object Management Group (OMG):** develop joint standards between OMG and LEADing Practice. This includes:
- Value Delivery Modeling Language (VDML), Business Motivation Modeling (BMM), Business Process Modeling Notations (BPMN), Decision Model and Notation (DMN) and Risk & Threat Modeling
- **SAP AG** Method developer e.g. ASAP, SAP Agile, BPM, Enterprise Architecture (EAF)

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Horses & Leadership-Focus: Difficult horses
Château Du Grand Perray
Austria

Marietta Amann
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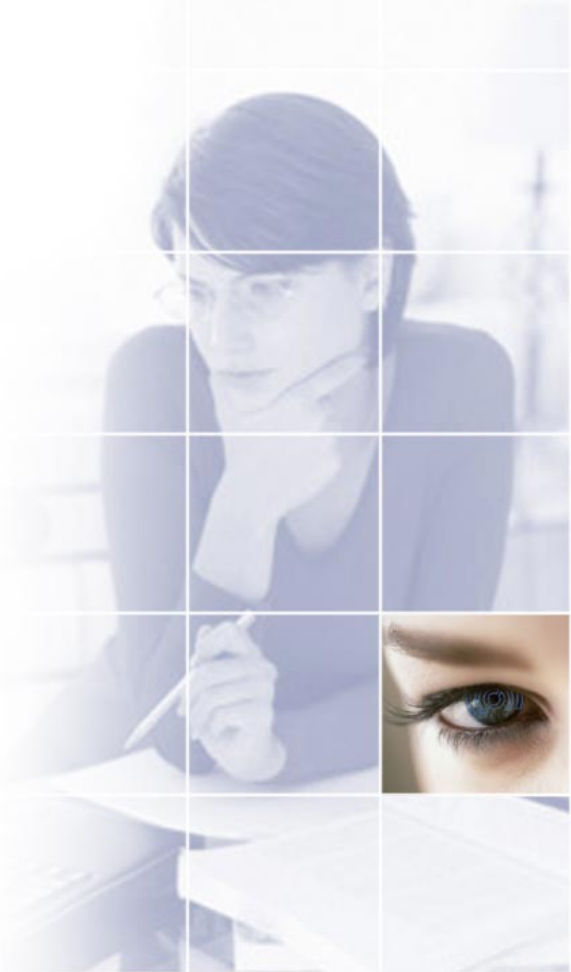
What Horses Teach about Leadership

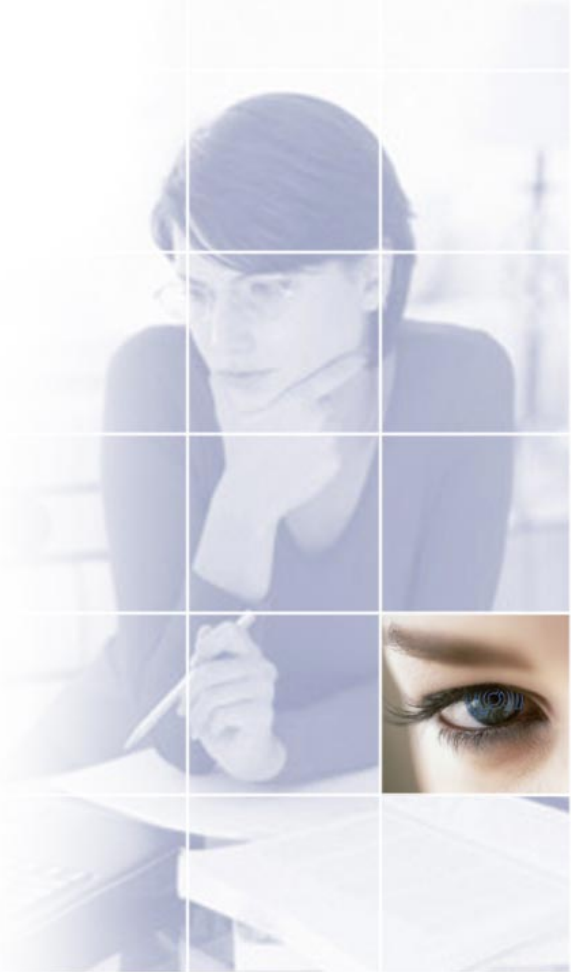
- Leadership to horses is about respect, directness and trust (not fear).



What Horses Teach about Leadership

- Leadership to horses is about respect, directness and trust (not fear).

- **Old school Leadership**: pressure, command, strict requirements and submission



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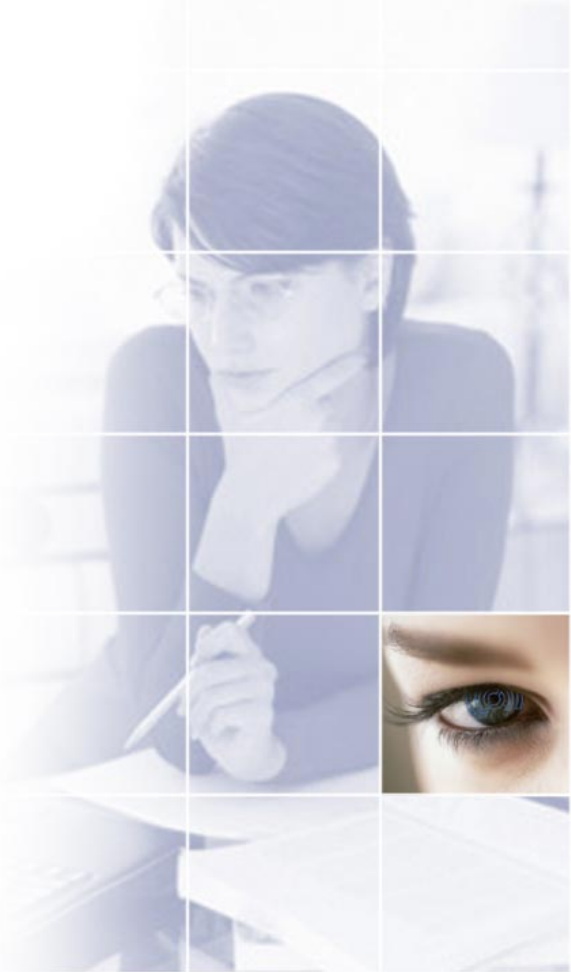

What Horses Teach about Leadership

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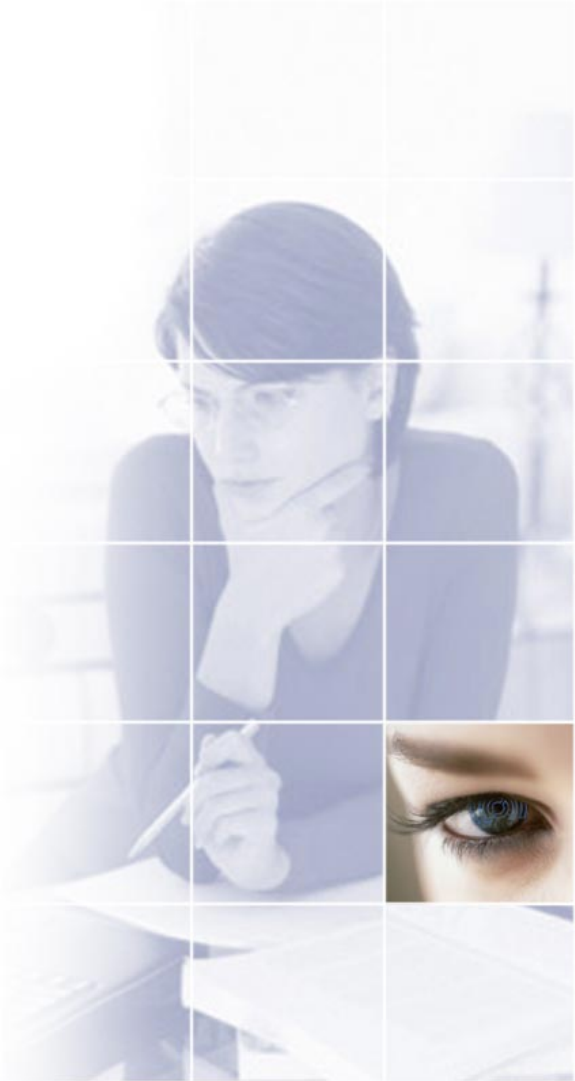
- BUT:



What Horses Teach about Leadership

- Leadership to horses is about respect, directness and trust (not fear).

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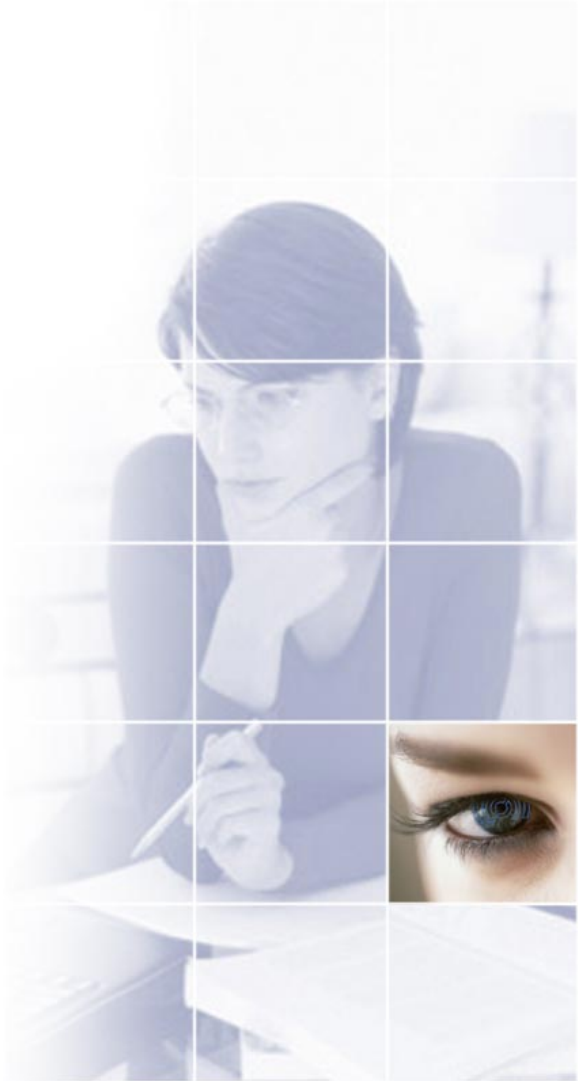
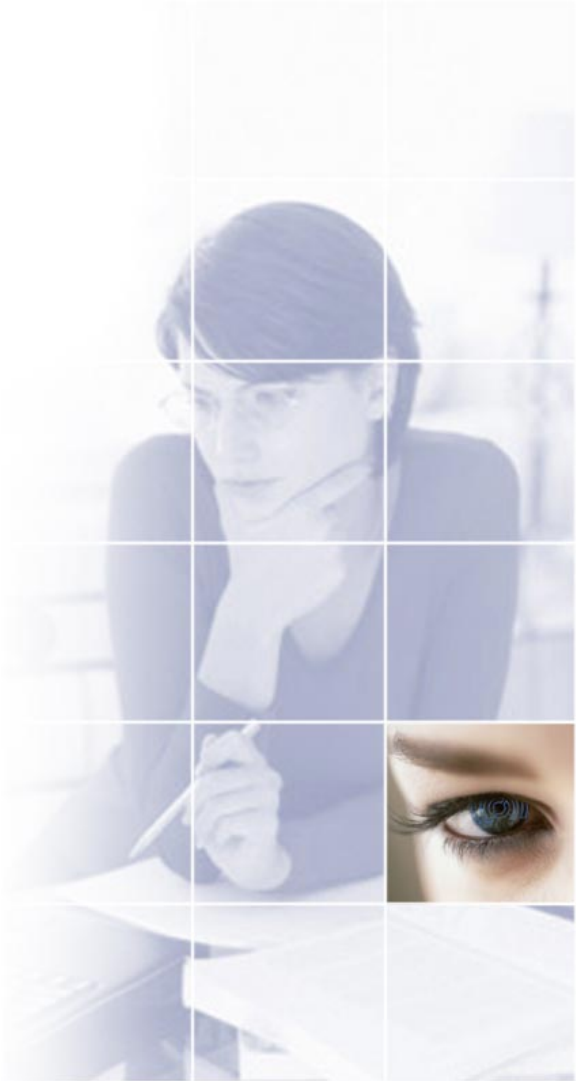
- BUT: Leadership through **fear and intimidation** resolves in:
  - Stressful environment
  - Fear
  - Suppressed employees

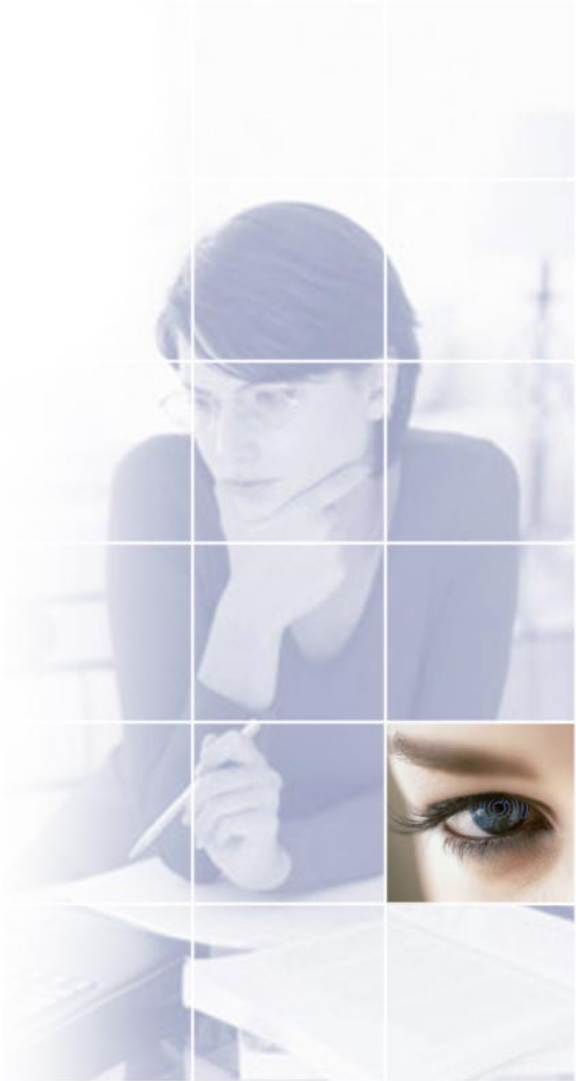


What Horses Teach about Leadership: Goal



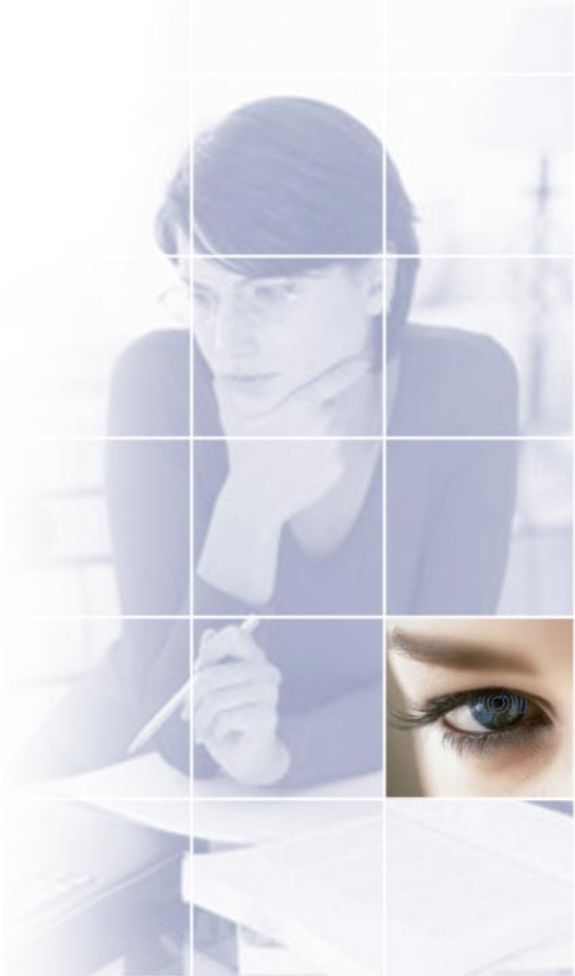
What Horses Teach about Leadership: Goal

- Advance trust and mutual respect.



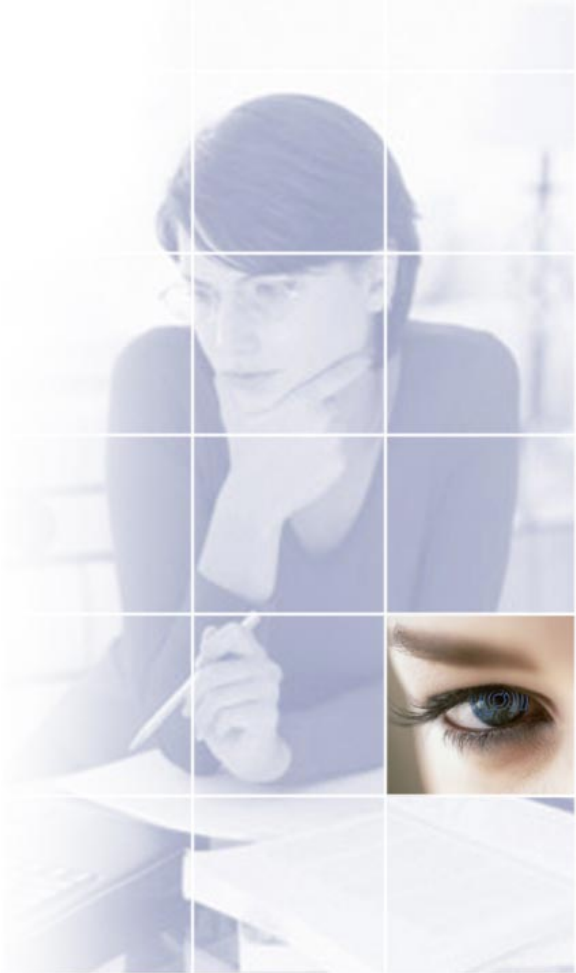
What Horses Teach about Leadership: Goal

- Advance trust and mutual respect.
- Drive commitment and accountability.



What Horses Teach about Leadership: Goal

- Advance trust and mutual respect.
- Drive commitment and accountability.
- Communicate more clearly and effectively within and across teams.



What Horses Teach about Leadership: Goal

- Advance trust and mutual respect.
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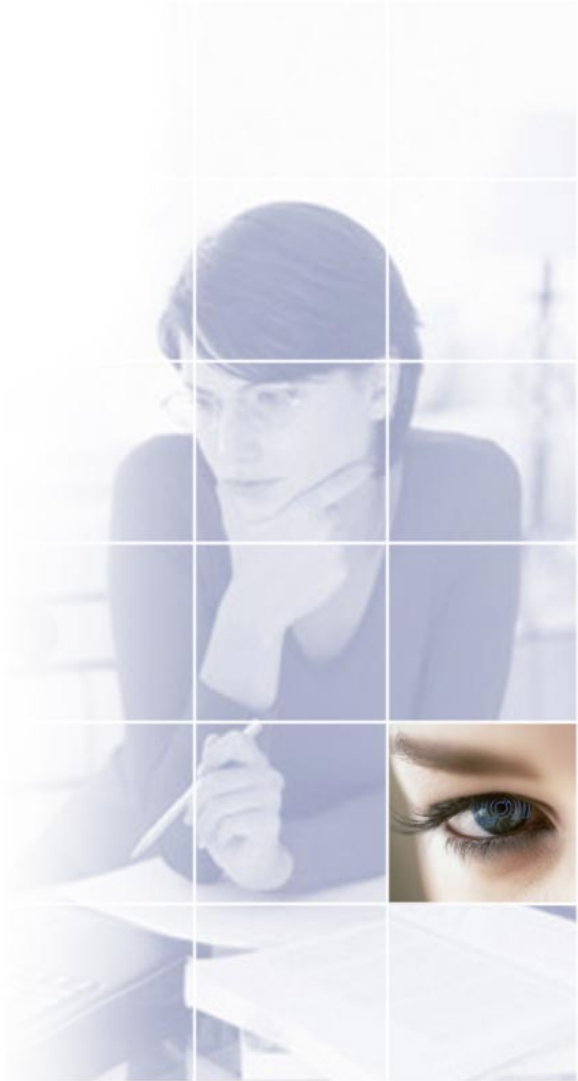
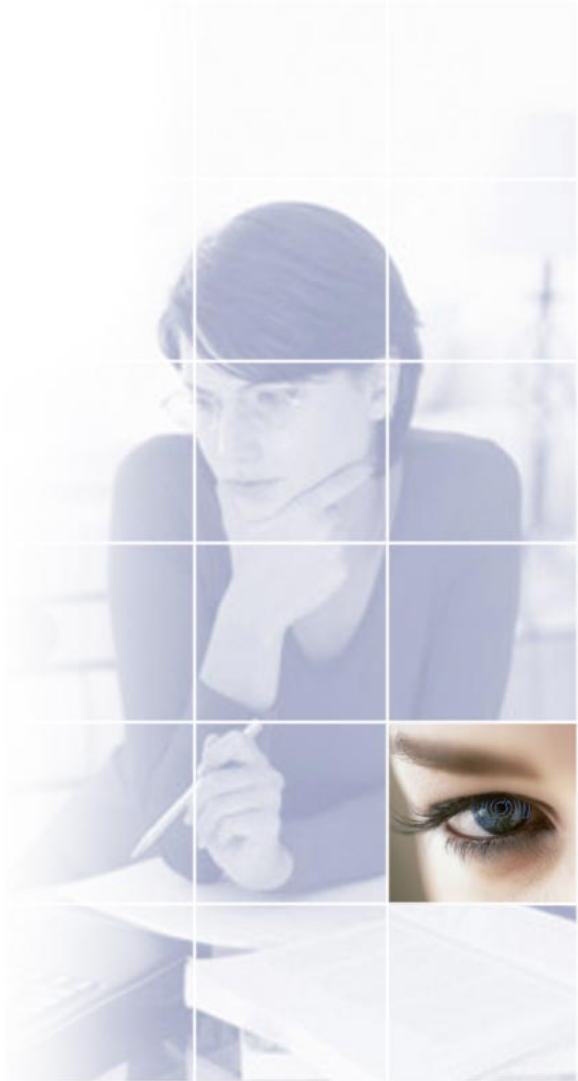


What Horses Teach about Leadership: Goal

- Advance trust and mutual respect.
- Drive commitment and accountability.
- Communicate more clearly and effectively within and across teams.
- Move more quickly from conflict to resolution.
- Unleash team potential to improve the bottom line.



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Recognized Business Transformation leader,

Anette Falk Bøgebjerg
Senior Director, LEGO Group
Operational Excellence

Introducing: Victor Abele

Business Transformation Leader | Project Executive | Enterprise Architect | Strategic Planning & Execution Architect | LEAD Expertise

Over 35 years experience driving business transformation and enterprise value.

Victor Abele is a professional who bridges the gap between the core management of an enterprise across the business models and architectures associated to the Value model and the processes and IT that enables it. Victor has managed high profile project portfolios, delivering results while developing frameworks for strategy, tactical oversight and operations, including business models/ metamodels, performance measurement frameworks, process models to enable transformation at the whole of government enterprise level down to solutions required for major projects.

- **Senior Director General, Government of Canada,** Reporting directly to the Minister & Queen of England. Responsible for government wide transformation
- **Director General, Canada Border Services Agency:** lead for Traveller Portfolio, leading over 200 staff and multiple complex business transformation and IT projects, including Entry Exit and Advanced Passenger Information with Airlines, Mainframe replacement for 6500 Border Service Officers, Biometrics Expansion and Primary Inspection Kiosks, among other initiatives.
- **Director General, Service Canada:** lead for Service Strategy, Client Satisfaction Office, and lead for transformation of internal financial and human resources services for a 25,000 employee organization
- **Director General, Canada Revenue Agency:** leader for Strategic Planning, Tax Information Management serving millions of Canadian taxpayers and businesses
- **Executive Director, Treasury Board Secretariat:** leader for Government of Canada Service Strategy, Government Online and Service Measurements
- **Departmental Assistant to the Minister and Deputy Minister**

Service Canada

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Canada

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Château Du Grand Perray
Austria

Château Team

Stephan
Picolo
Château Du Grand Perray

Anna
Kitchen staff
Château Du Grand Perray

Silvia
Cleaning staff
Château Du Grand Perray

Curriculum set up

Learning idea

	Outthink	Outcompete	Outperform
LEAD and drive			
Communicate and guide			
Organize and control			
Develop and manage			

	17/Sep	18/Sep	19/Sep	20/Sep	21/Sep
	Breakfast	**Breakfast**	Breakfast	Breakfast	Breakfast
	Leadership /Outthink	**Outthink/Outcompete**	**Outcompete**	**Outperform**	
8:30 am	>> Introduction (PE: Prof. Mark von Rosing & Maria Hove) >> Objectives and goals >> Learning Agreement >> Techniques: Peer sharing and understanding Primary Leadership concepts	**8:30 Activity:** Team Building Walk: Old English Garden 9:15 Lessons Learned around on: "How to outthink, outcompete and outsmart" - >> Techniques & tools used today: Innovation & Design Thinking	>> 8:30 Lessons Learned around on: "How to outthink, outcompete and outsmart" >> **9:00 Activity:** Historic Architect: Chateau Tour >> Techniques & tools used today: capabilities development & understand where you are unique and where not	>> 8:30 Lessons Learned around on: "Outcompete" >> Techniques & tools used today: Outperform - Core Differentiating, Core Competitive and Competitive Advantage and performance management >> **10:00 Activity:** External Chateau tour	>> Lessons Learned - - Read Bodylanguage exercise (Human) - Conflict handling
10:00 am	Break	Break	Break	Break	Break
10:15 am	>> Facts on Leadership - >> Learn the CAN, WANT and SHOULD techniques >> Open discussion on Your needs and wants	**>> Activity:** **>> Goal:** get away, teambuilding and discuss	Part 1: The power of understanding where to relate innovation and where to relate transformation (based on the **enterprise relations that exist with organization**) presented by international key note speaker and thought leader Professor Wim Laurier international authority on Business Ontology	**11:00 Case Speaker Part 1 - Primary Leadership concepts** around **Organize and Control** Example Lego's Organize and Control initiatives. Presented by international recognized thought leader Annette Falk Bøgebjerg, Director, Center of Excellence, LEGO	**Exercise with Horses** (with Maria Hove and international Horse trainer team) >>Leadership Fundamentals: - Read Body Language - Conflict handling
12:00 am	Lunch		Lunch	Lunch	Lunch
1:30 pm	**Case Speaker Part 1 - Primary Leadership concepts** Example Government of Canada foundational leadership initiatives. Part 1 Presented by international recognized thought leader Victor Abele, Senior Director General, Government of Canada		Part 2: The power of understanding where to relate innovation and where to relate transformation (based on the **enterprise relations that exist with organization**) presented by international key note speaker and thought leader Professor Wim Laurier international authority on Business Ontology	**Case Speaker Part 2 - Primary Leadership concepts** around **Develop and Manage** Example Lego's Develop and Manage initiatives. Presented by international recognized thought leader Annette Falk Bøgebjerg, Director, Center of Excellence, LEGO	**Exercise (with Prof. Mark von Rosing)** **>> Open discussion:** Work with Deliver on Promise (performance management) >> Open discussion on what has been learned during the course >> Way of forward
2:00 pm	Pray time: 01:46 PM		Pray time: 01:45 PM	Pray time: 01:45 PM	Pray time: 01:45 PM
	Break		Break	Break	
2:20 pm	**Case Speaker Part 2 - Primary Leadership concepts** Example Government of Canada foundational leadership initiatives. Part 1 Presented by international recognized thought leader Victor Abele, Senior Director General, Government of Canada		**Open Discussion Part** (with Prof. Mark von Rosing): What to do more (design thinking) and what to do different	**Exercise with Horses** (with Maria Hove and international Horse trainer team) >>Leadership Fundamentals: - Read Body Language - Conflict handling	
4:00 pm	Open discussion and exerise (with Victor Abele and Prof. Mark von Rosing) on the **CAN, WANT and SHOULD DO around primary leadership concepts** >> LEAD and Drive; Drive performance >> Communicate & Guide: Create integral value >>Organize and Control: Focus on people >> Develop and Manage: Take ownership	Open discussion (with Prof. Mark von Rosing) on what we can learn from design thinking, the **CAN, WANT and SHOULD**	Le Mans: team dinner with optional shopping	Tours: team dinner with optional shopping	
5:30 pm	Evening Activities: Grilling			Dinner: order in	
6:00 pm	Pray time: 08:02 PM	Pray time: 08:00 PM	Pray time: 07:57 PM	Pray time: 07:55 PM	Pray time: 07:53 PM

Experiential Learning 70% | Mentoring & Coaching 20% | Training 10%

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Thierry Jaquelin

Architect

- 1994-1996 Certificate in Advanced Studies in Architecture, (CEAA) school of architecture Grenoble
- Specialty: professions in the history of architecture
- 1983-1991 Studies at the School of Architecture Paris-la-Seine
- Urban restructuring of Mont-Valérien

Historical Researcher

- Transcription of the unpublished seigneurial chart of Roche-Mayet (2017-) transcription of the texts forming the chart, dated 1450 to 1788
- Author of book about the Feudal Traces in the Landscape of the Loir Valley – Research & description of 1200 seigneurial fiefs in the valley of the Loir

Realtor Negotiator

Chateau Le Grand Perray

Chateau Le Grand Perray

The Castle is nestled in the beautiful Loir Valley and close to the historic cities of Tour and Le Mans.

The Castle can accommodate events for up to 130 delegates, with several larger conference, meeting and dining rooms. All of them decorated in the periodic 15th and 18th century style, but modernized to match our 21st century living with electronic equipment for projectors, flat screens, innovation work walls etc.

The castle offers exclusive peace, privacy and space to spread out, but also an opportunity for teambuilding and uninterrupted time to achieve the goals for your company.

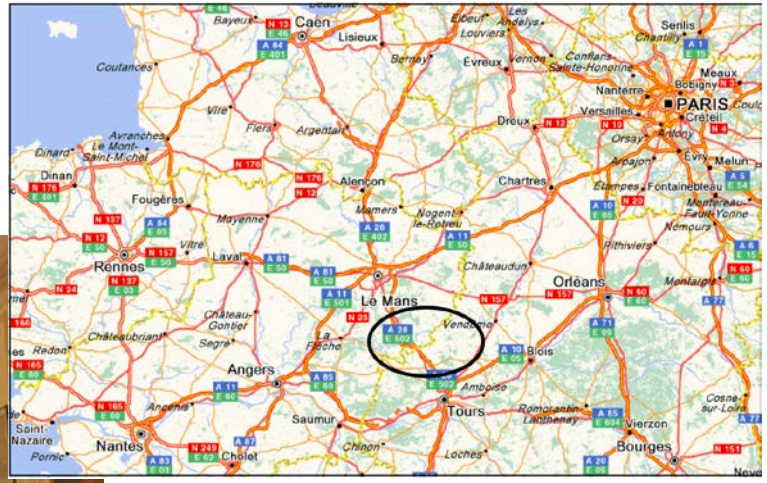
The meeting rooms:

- Large conference room (130 pers.)
- Several meeting rooms (10-50 pers.)
- Several breakout rooms
- The Grand Salon (50 pers.)
- The Dining room (30 pers.)
- Outdoor terraces and castle gardens

Location

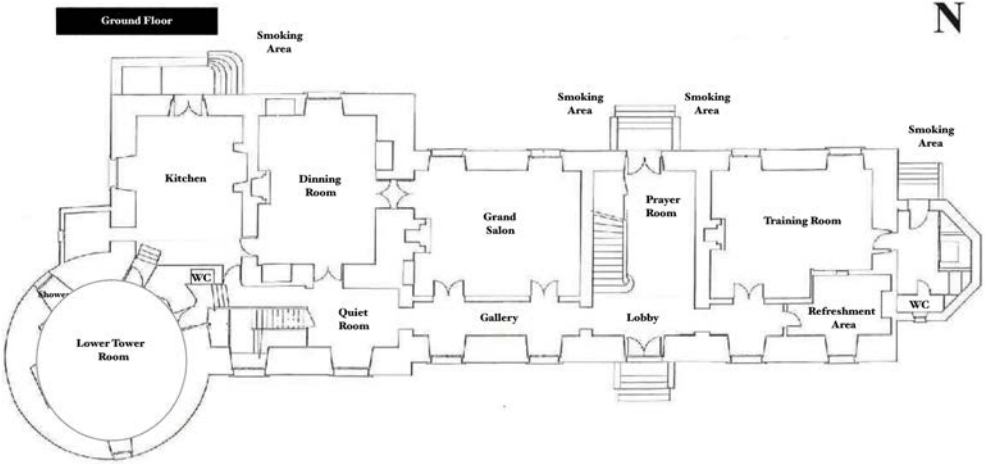
Chateau Le Grand Perray

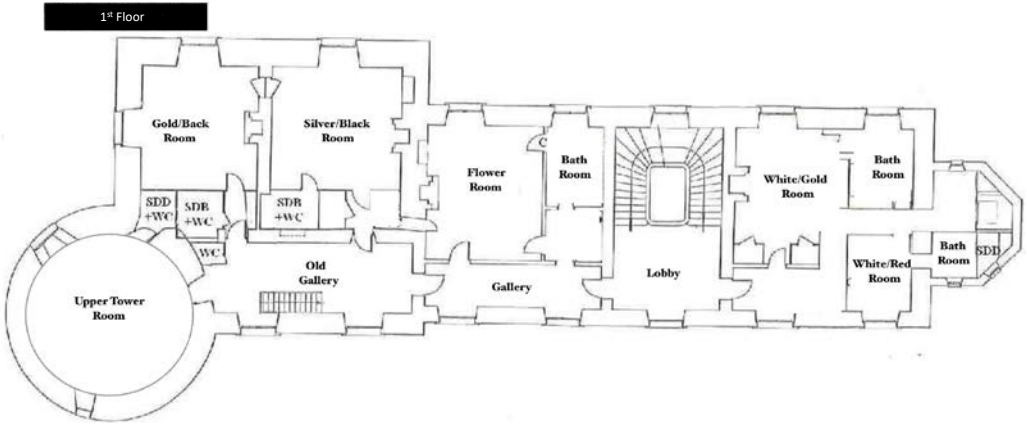
Location:
Château Du Grand Perray
72500 La Bruère-sur-Loir, France

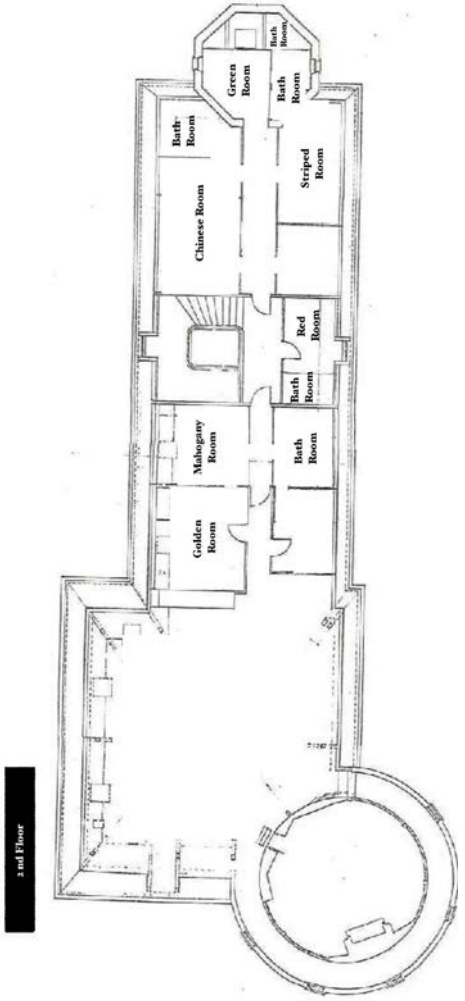


Floor Plan

Chateau Le Grand Perray

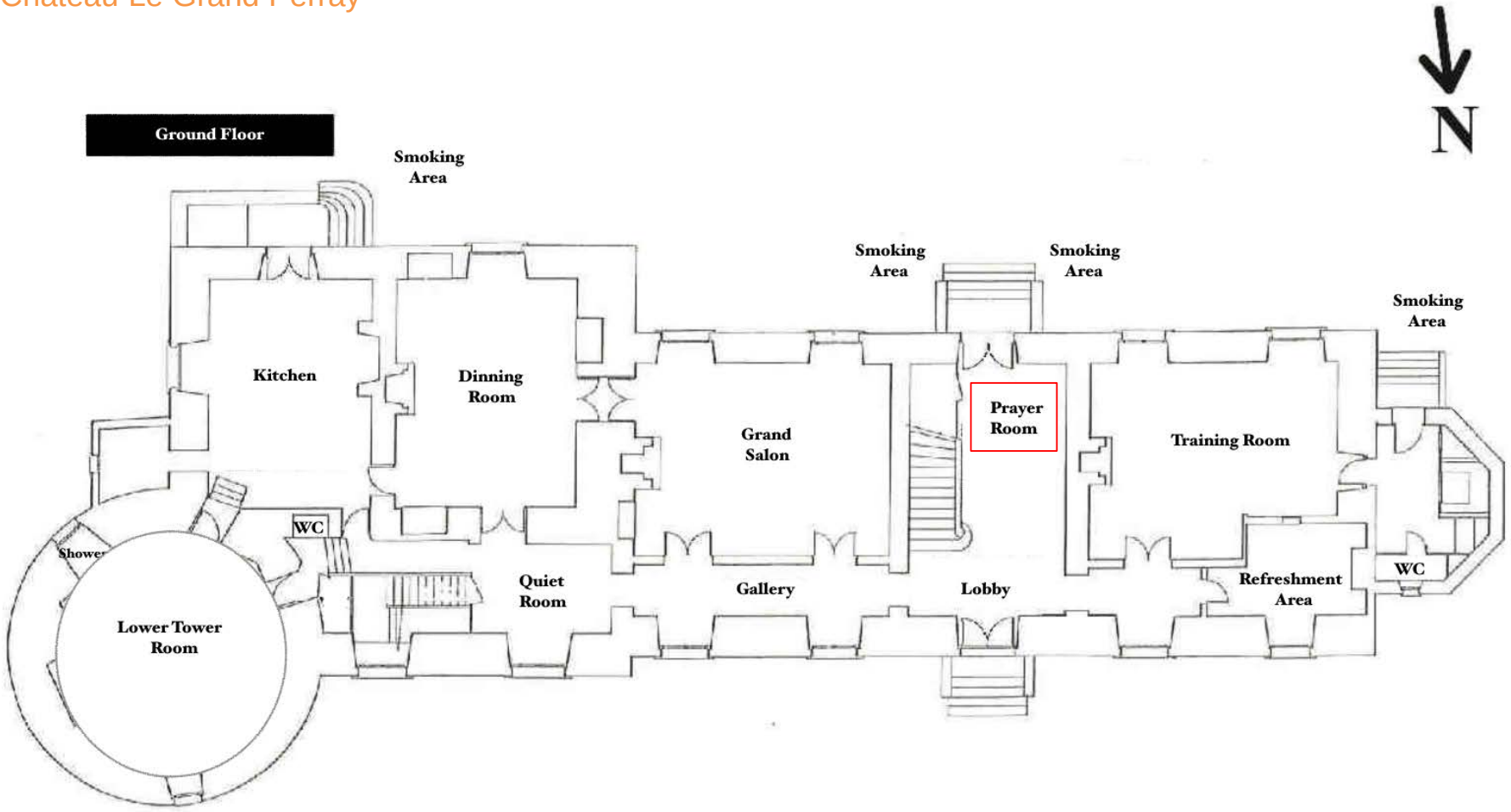






Prayer Room

Chateau Le Grand Perray



Room Allocations

Chateau Le Grand Perray

Accommodation:

15 double bedrooms in the Château and 2 bedroom in the General Castel, both recently refurbished to fit the period style. The bedrooms offer antique furnishing but in a comfortable and luxury setting and many have stunning views.

- 15 bedrooms in the Château
- 3 bedroom in the General Castle

Activities

Chateau Le Grand Perray

Accommodation:

15 double bedrooms in the Château and 2 bedroom in the General Castel, both recently refurbished to fit the period style. The bedrooms offer antique furnishing but in a comfortable and luxury setting and many have stunning views.

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Objectives of the Program

Program Scope

- **Re-charge** from your stress full life
- **Team Building** and **collaborate**
- Get **Inspired** and discuss **foundation skills**

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Ladder of Inference

Observable Data & Experiences

Source: Adapted from Action Science, Chris Argyris et al, 1985.

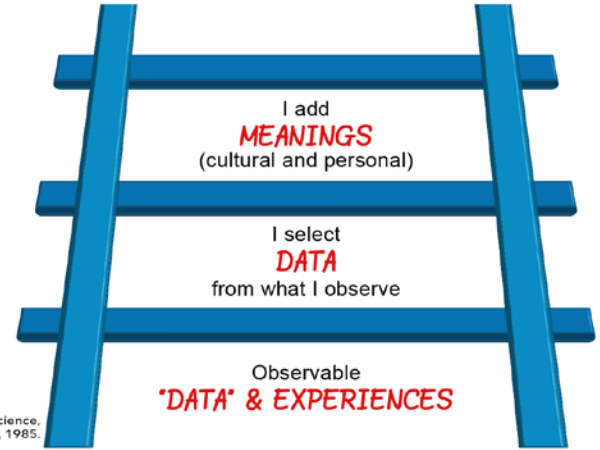
Ladder of Inference

I select Data from what I observe

Source: Adapted from Action Science, Chris Argyris et al, 1985.

Ladder of Inference

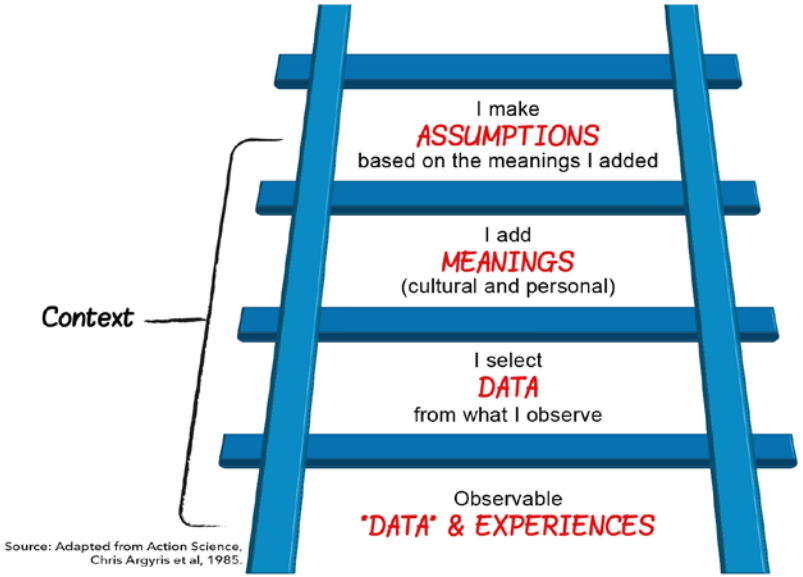
I add Meanings (cultural and personal)



Source: Adapted from Action Science, Chris Argyris et al, 1985.

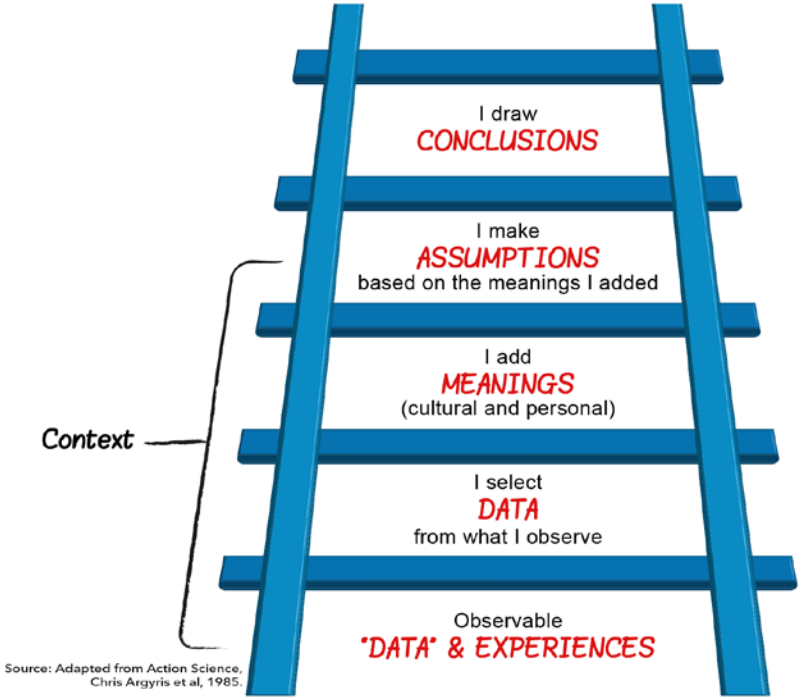
Ladder of Inference

I make Assumptions based on the meanings I added



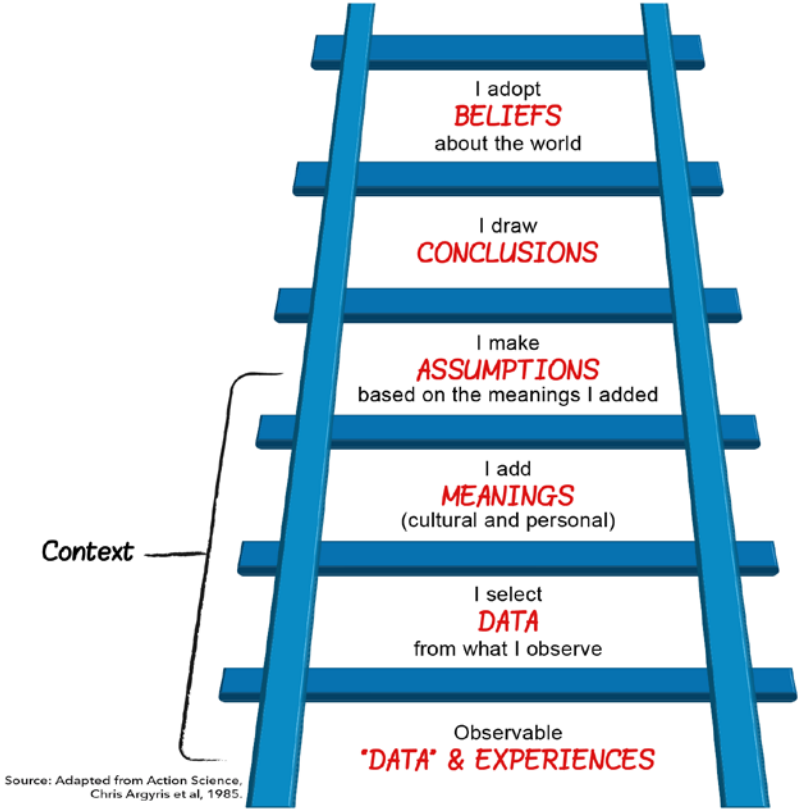
Ladder of Inference

I draw Conclusions



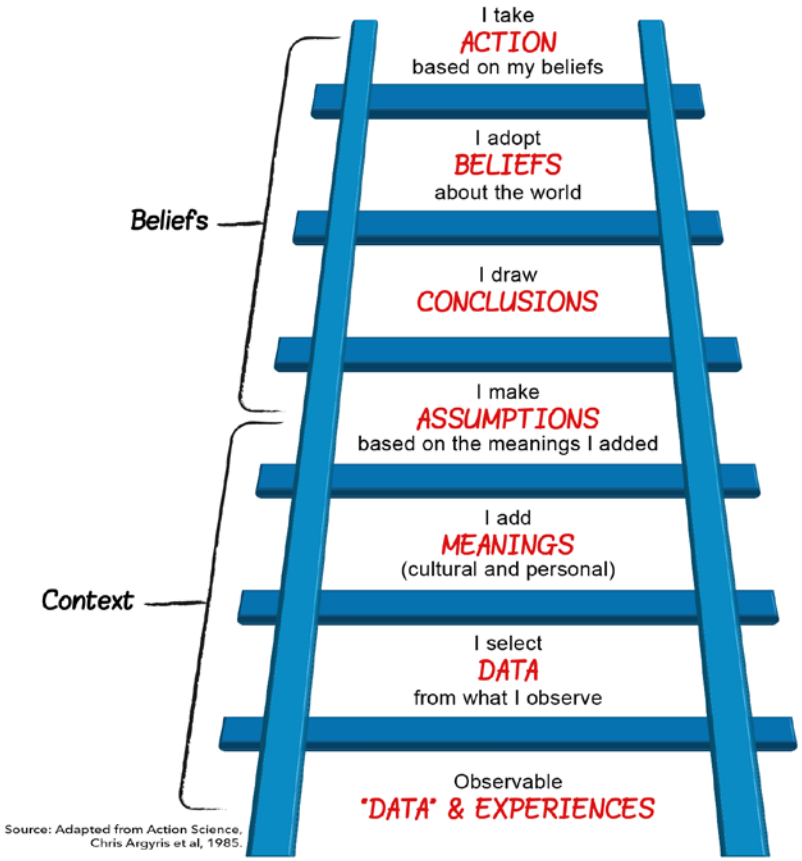
Ladder of Inference

I adopt Beliefs about the world



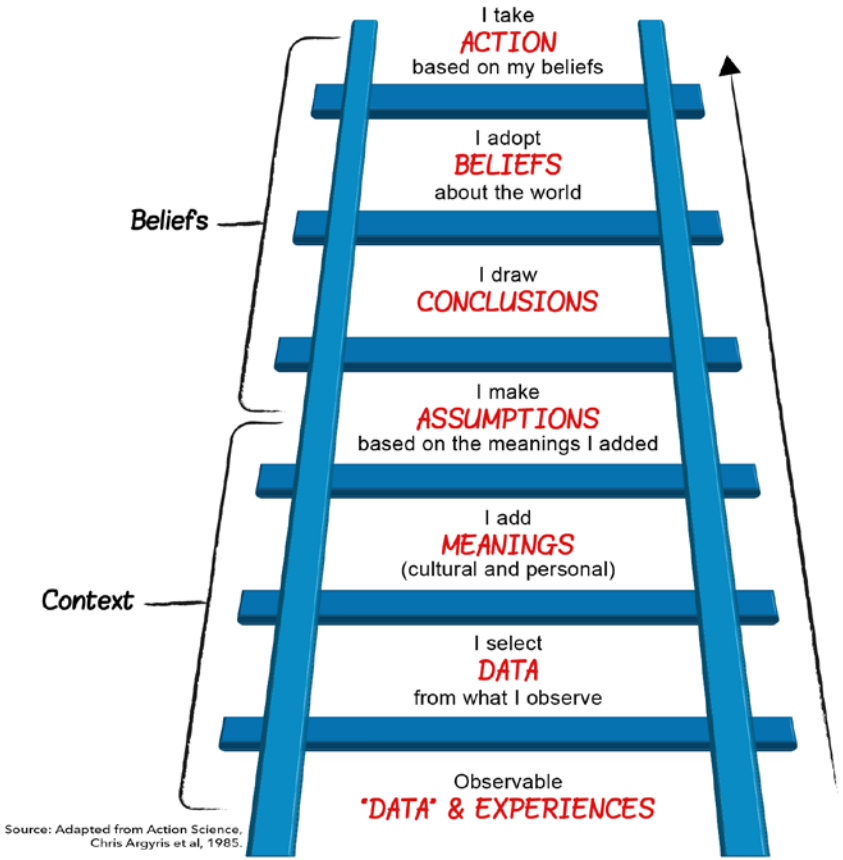
Ladder of Inference

I take Action based on my beliefs



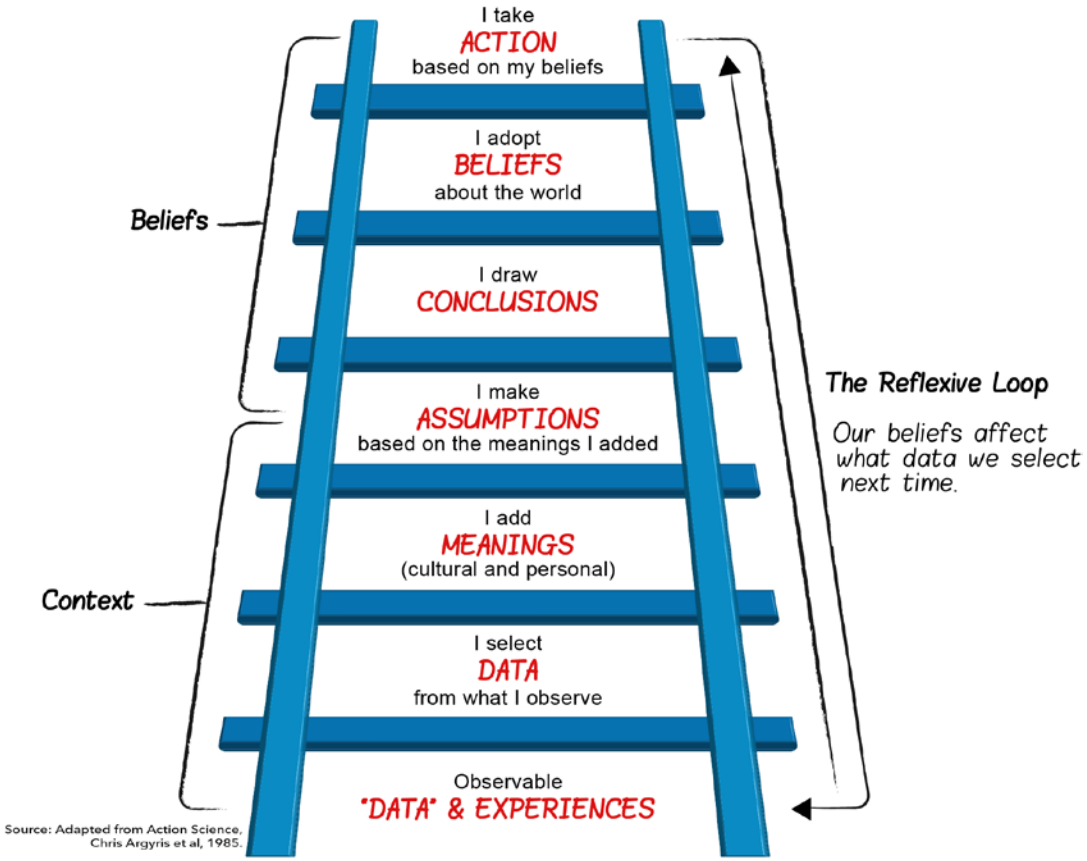
Ladder of Inference

The Ladder of Inference – Avoiding ‘Jumping to Conclusions’



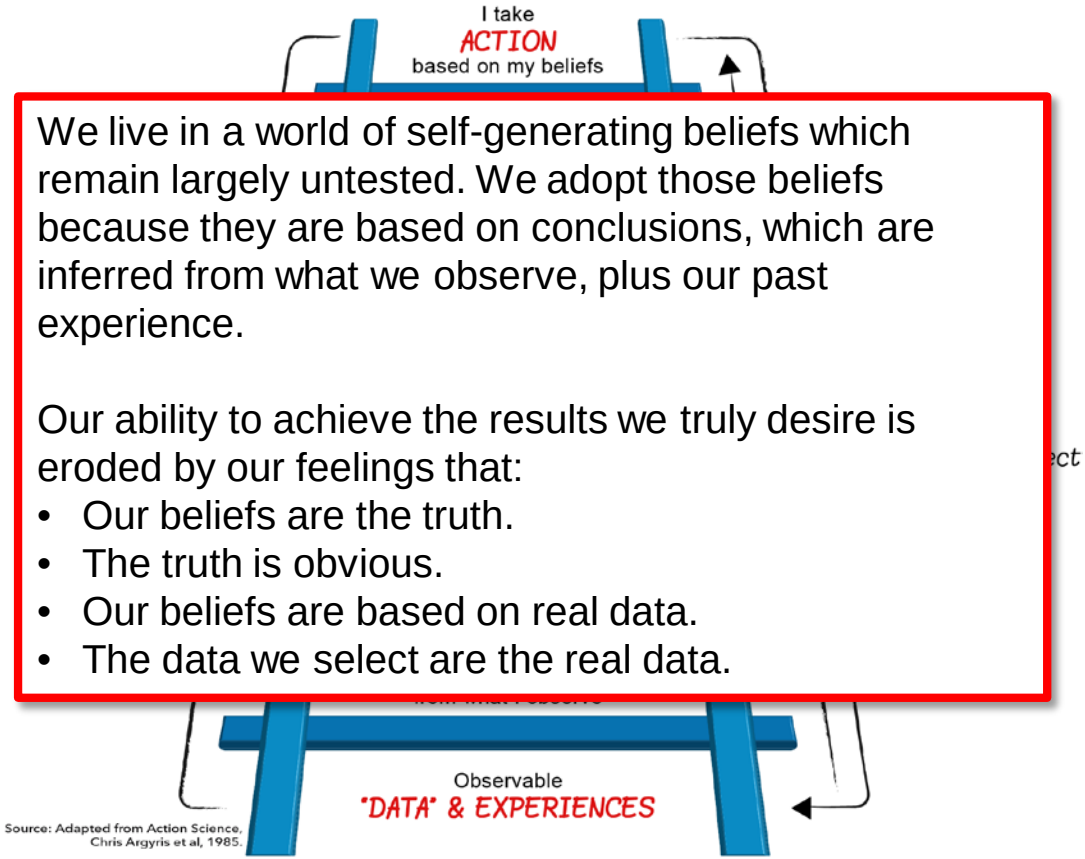
Ladder of Inference

The Reflexive Loop – Our beliefs affect what data we select next time



Ladder of Inference

The Reflexive Loop – Our beliefs affect what data we select next time



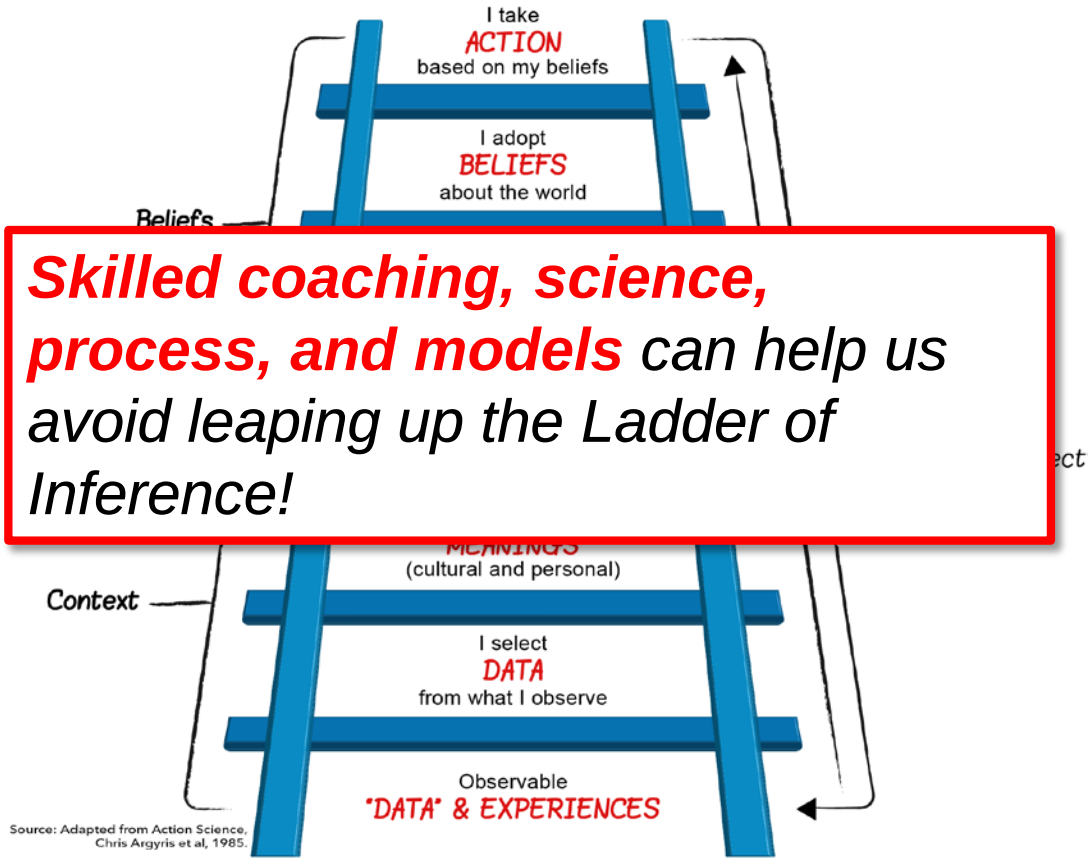
We live in a world of self-generating beliefs which remain largely untested. We adopt those beliefs because they are based on conclusions, which are inferred from what we observe, plus our past experience.

Our ability to achieve the results we truly desire is eroded by our feelings that:

- Our beliefs are the truth.
- The truth is obvious.
- Our beliefs are based on real data.
- The data we select are the real data.

Ladder of Inference

The Reflexive Loop – Our beliefs affect what data we select next time



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