



# Introduction to the Advanced Cross-Culture Leadership Program



Advanced Cross-Culture Leadership Program

Joshua Michael



# Table of Contents

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



# International Team of Professors, Speakers and Coaches



Prof. Mark von Rosing  
Program Executive & Coach  
Global University Alliance  
Denmark



Prof. Simon Polovina  
Speaker & Coach  
Global University Alliance  
UK



Joshua Michael  
Program Manager  
LEADing Practice  
Canada



Michael Munck  
Speaker & Coach  
LEADing Practice Boardmember  
Fintech CEO, Former Saxo Bank COO & CIO  
Denmark  
**Awards:**  
CIO of the year (Financial Times)  
Frontrunner award, GUA



Ken Teske  
Speaker & Coach  
LEADing Practice Boardmember  
Major General, US Defence  
US  
**Awards:**  
Frontrunner award, LEADing Practice



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



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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.

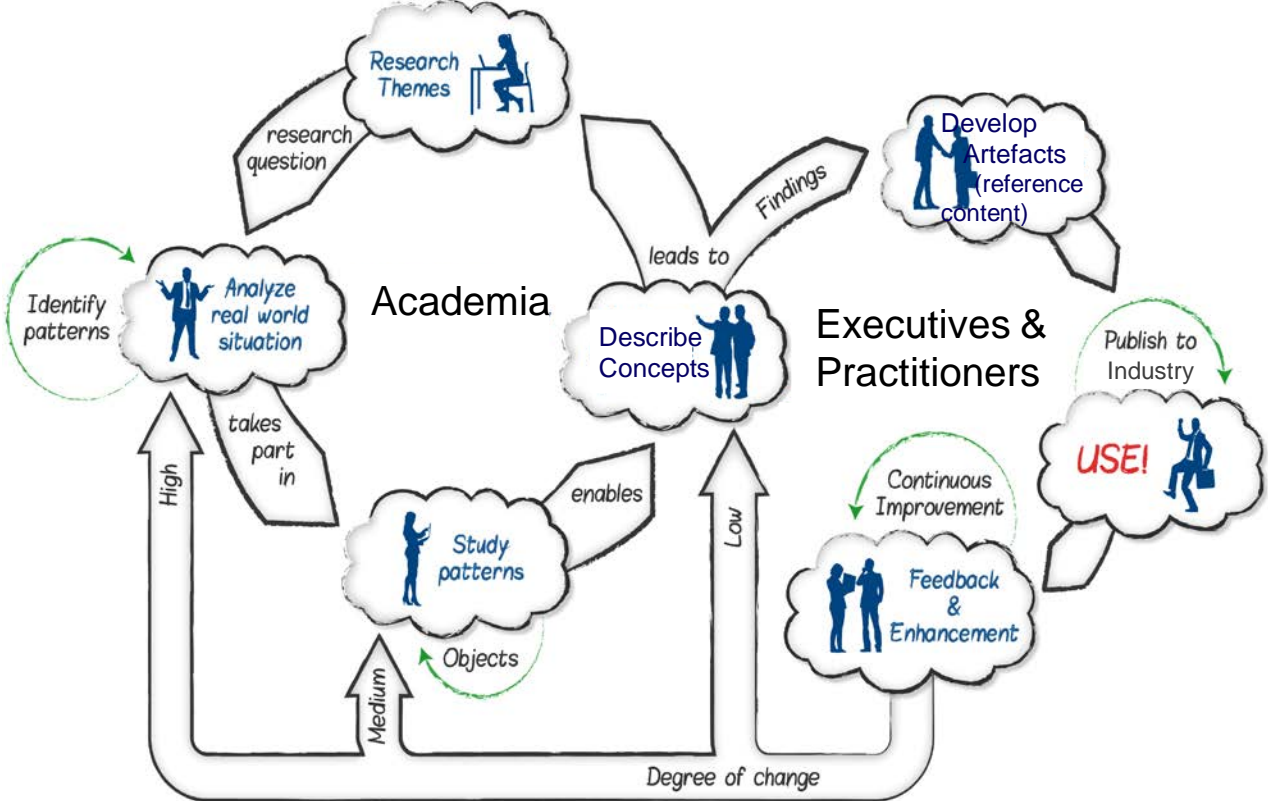
**DEVELOP STANDARDS:** Package applied academic research and findings into reusable Business and Information Management standards that used by industries and universities alike.

**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).

# Global University Alliance

Degree of change



- (G) LEADING PRACTICE (We set the Enterprise Standards!)
- 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
- NIST
- INCOSE

# LEADING PRACTICE

*We set the Enterprise Standards!*



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France

# A structured Way of Governing

## Patterns of Leadership and Management concepts

A structured Way of Thinking



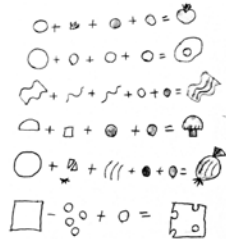
Relevant objects

Relationships

Repeatable patterns

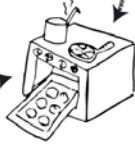
Roles involved

Models needed



Specification of tools needed

A structured Way of Working



A structured Way of Implementing



A structured Way of Governing







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Global University Alliance  
Denmark



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LEADING Practice Boardmember  
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Denmark  
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# K-LEAD



Prof. Simon  
Speaker & Coach  
Global University Alliance  
UK



Gen Teinke  
Speaker & Coach  
LEADING Practice Boardmember  
Major General, US Defence  
US  
**Awards:**  
Frontrunner award, LEADING Practice



Joshua Michael  
Program Manager  
LEADING Practice  
Canada



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

# Learning & Development Strategy for KPC and Subsidiaries

K-Lead

**إستراتيجية التعلم والتطوير**  
**Learning & Development Strategy**

**رؤيتنا**  
شركاء في القيادة نحو ثقافة تعلم ذات كفاءة عالية  
**Vision**  
Partners driving a high-performing learning culture

**مهمتنا**  
العمل في شراكة وثيقة مع جميع الأطراف ذات الصلة لتطوير الكفاءات و التكنولوجيات المهنية اللازمة للعاملين لتحقيق النجاح في إستراتيجية العمل. من خلال أخذ مشورة الخبراء و تصميم و تقديم حلول تعليمية فعالة و عالية الجودة .  
**Mission Statement**  
Work in close partnership with all stakeholders to develop the competencies and career aspirations of employees, required to successfully deliver the business strategy, through expert advice and design & delivery of high-quality integrated processes and effective learning solutions

**مبادئ التعلم والتطوير**  
الموظفون / العاملون يتحملون مسؤولية تعلمهم وتطوير ذاتهم.  
مؤسسة الشركة مسؤولة وشريكة في إدارة توتر الموارد والفرص والتحديات  
العمل لدعم تطوير الموظفين / العاملين.

**مبادئ التعلم والتطوير**  
مؤسسة الشركة مسؤولة وشريكة في إدارة توتر الموارد والفرص والتحديات  
الموظفون / العاملون / العاملون لكل مهمة عمل و وظيفة لمساعدهم في تحقيق تطورهم المهني.

**العاملين والشركاءين مسؤولين عن تحقيق الفرص التعلمية وتطوير ذاتهم.**  
أداء الموظفين / العاملين بمسؤوليتهم الخاصة.

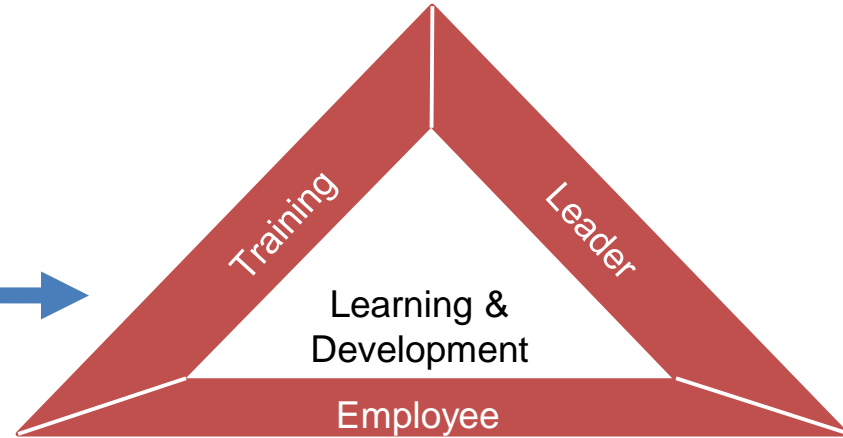
**الشركاءين والشركاءين مسؤولين عن دعم الموظفين / العاملين / العاملات.**  
المورد البشرية والتدريب والتطوير هو شريك فعال مع المؤسسات والشركاءين في تحديد الاحتياجات والحلول المناسبة للتعلم وتطوير الموظفين / العاملين.

**المورد البشرية والتدريب والتطوير هو شريك فعال مع المؤسسات والشركاءين في تحديد الاحتياجات والحلول المناسبة للتعلم وتطوير الموظفين / العاملين.**  
التعلم والتطوير بالتعاون مع الزملاء والمسؤولين المساعدين.

**استثمار التعلم والتطوير على الصلة الوطنية لتطوير فوج عاملة موهوبة لتجميع المستويات.**

**Kuwait Petroleum Corporation and subsidiaries**

The Unified Learning Management System supports the L&D Strategy made by OCD and signed by top management in 2015.



This strategy and its principles stresses that successful employee development depends on a strong and **proactive partnership** between the employee, his/her boss and Training & Career Development.

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# 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 executive delegates, with several larger conference, meeting and dining rooms. All of them decorated in the periodic 9<sup>th</sup>, 15<sup>th</sup> and 18<sup>th</sup> century style, but modernized to match our 21<sup>st</sup> 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.

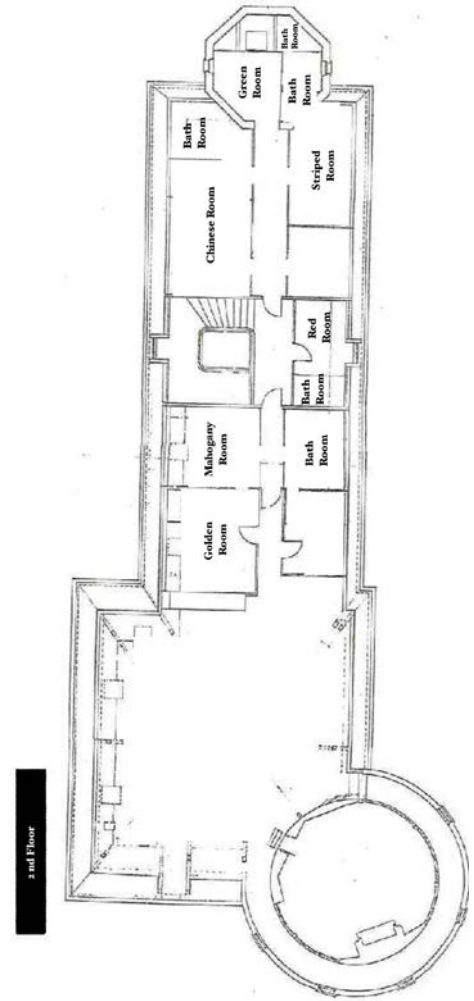
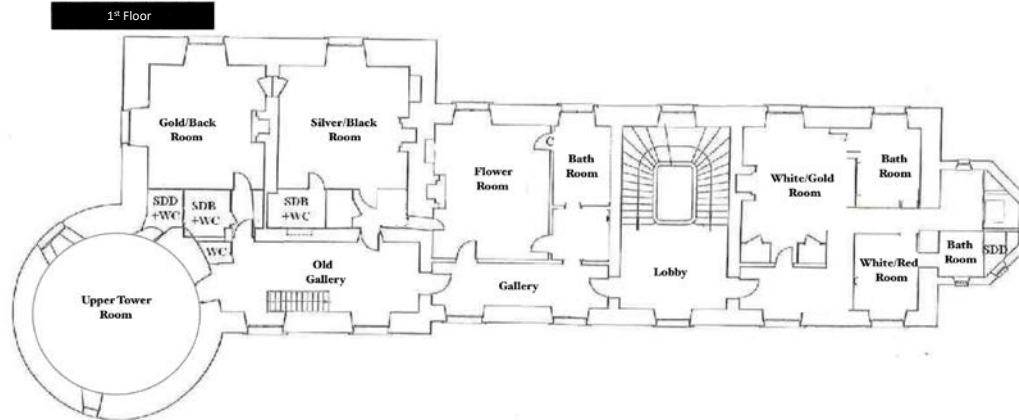
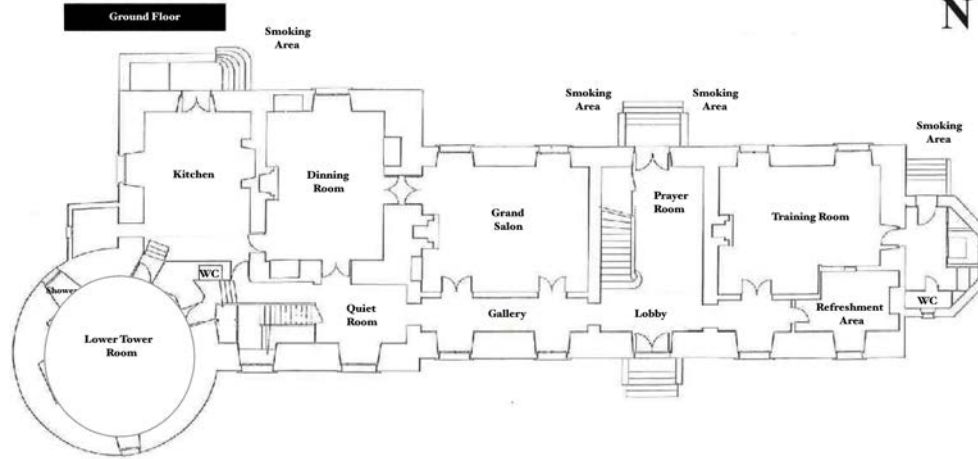
## The meeting rooms:

- Large conference room
- Several meeting rooms
- Several breakout rooms
- The Grand Salon
- The Dining room
- Outdoor and castle gardens



# Floor Plan

## Chateau Le Grand Perray



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# Objectives of the Program

## Program Scope

- **Transform leaders** into resilient outperformers
- **Equip leaders** with executive management expertise and cross-functional perspective to drive performance.
- **Strengthen core competencies**, build powerful teams, achieve strategic goals, and accelerate personal transformation.



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# Curriculum

	<b>Strategy</b>	<b>Leadership</b>	<b>Management</b>	<b>Exercise / Output</b>
<b>LEAD and drive</b>	Understand emerging & disruptive trends	Advanced Decision Making (relate decision making to strategies)	Drive Strategy Execution	Lead strategy execution
	From emerging & disruptive trends to leading strategies	Reset the direction (ensure linkage between strategy and organizational areas)	Drive change	
	Develop Differentiating and competitive strategies	LEAD with renewed vision (relate strategy with vision)		
<b>Communicate and guide</b>	Explore new alternatives (innovation thinking)	Develop a cross cultural communication style (develop culture)		Promote innovation
	Develop Customer centric strategies		Drive Innovation change	
<b>Organize and control</b>	Develop enhanced situational and strategic thinking	Advanced Performance Management (ensure linkage between strategy and organizational areas)	Align strategy and execution	Create alignment (Horizontal and Vertical)
	Redefining the core differentiation aspects	Governance & Monitoring (relate strategies to control mechanisms)	Monitor & Control	
	Develop Lower Risk Strategies		Drive Transformational change	
<b>Develop and manage</b>	Develop Operational Excellence strategies	Leadership role in shaping culture	Social Intelligence in Leadership	Empowerment of leaders
	Learn problem-solving techniques	Emotional Intelligence in Leadership	Create passion in the teams (develop culture)	
<b>Tools &amp; Techniques</b>	Understand how to develop a Strategy Map	Understand Strategy relationship to Business Model techniques	Understand Operating Model Techniques	
<b>Personal Development</b>	Develop a personal leadership plan	Create an individual leadership philosophy	Individual Performance Coaching	

# Advanced Cross-Culture Leadership Program (Module 1 @ Chateau Du Grand Perray)

	Sunday	Monday	Tuesday	Wednesday
	Basics	Strategy	Strategy	Leadership
	Breakfast	Breakfast	Breakfast	Breakfast
8:30 AM	>> Introduction - Program Manager Joshua Michael >> Objectives and goals >> Learning Agreement	>> Lessons Learned - Program Manager Joshua Michael >> Techniques & tools that will be used today: Forces Map & Strategy Map	>> Lessons Learned - Program Manager Joshua Michael >> Techniques & tools that will be used today: Strategy Model (relationship to business and operations, Body Language and Communication)	Lessons Learned - Program Manager Joshua Michael >> Techniques & tools on Organizational Alignment, Change Management
10:00 AM	Break	Break	Break	Break
10:15 AM	<b> Facts on Advanced Leadership</b> - Mark von Rosing >> Leadership types and styles >> Leadership Personality Profiling >> Introduction to Peer evaluations >> Describe your Individual Performance Coaching	<b>Advanced Leadership Theory: Strategy</b> , which components does it include and what doesn't it include. Presenter by the international speaker, researcher, publisher and thought leader Professor Simon Polovina (an authority on Business Ontology)	<b>Exercise with Horses</b> (with Maria Hove and international Horse trainer team) >>Authentic leadership is about being empathetic, aligning surroundings and getting your message across non-verbally and using positive reinforcement. >> Including: Lessons Learned around: - Competitiveness & strategy - clear communication	<b>Exercise with Horses</b> (with Maria Hove and international Horse trainer team) >> Understanding how to lead, manage through communication and guidance, all exemplified on horses. Horse behavior can directly be translated into the business environment and can really enhance leadership skills.
12:00 AM	Lunch	Lunch	Lunch	Lunch
12:45 PM	<b>Advanced Cross-Culture Leadership concepts.</b> Illustrated through examples of the top 500 organization Saxo Bank. The presenter is the award winning C-level of the year: Michael Munck.	<b>Strategy Design</b> (with Prof. Simon Polovina and Prof. Mark von Rosing): The forces and drivers >> Understand emerging & disruptive trend <b>Group Exercise:</b> specify your specific trends, drivers and forces <b>Individual Exercise:</b> Populate the Force & driver map	<b>Open Discussion</b> (with Maria Hove and Mark von Rosing) <b>on Horse Exercise:</b> Old versus new leadership strategy/style <b>Part 1 of Organizational Alignment.</b> Illustrated through examples of the US Government. The presenter is the award winning speaker and former US Defence Major: Ken Teske.	<b>Communicate and guide (Leadership) - Mark von Rosing</b> >> Emotional intelligence in Leadership >> Clear communication and directions >> Social intelligence in Leadership >> Develop a cross cultural communication style (develop culture) >> Reinforce alignment
2:00 PM	Pray time: 02:03 PM	Pray time: 02:03 PM	Pray time: 02:03 PM	
	Break	Break	Break	
2:30 PM	<b>Part 2 of Advanced Cross-Culture Leadership concepts.</b> Illustrated through examples of the top 500 organization Saxo Bank. The presenter is the award winning C-level of the year: Michael Munck.	<b>Strategy Design</b> (with Prof. Simon Polovina)- Relationship between forces, drivers and strategy >> Define relevant Strategies to the forces >> Drive Strategy Design >> Evaluate existing strategies and give	<b>Part 2 of Organizational Alignment.</b> Illustrated through examples of the <b>US Government.</b> The presenter is the award winning speaker and former US Defence Major: Ken Teske.	
3:30 PM	Break	Break	Open Discussion (with Prof. Mark von Rosing & Ken Teske) on Organizational Alignment	
4:00 PM	<b>Open discussion and Exercise</b> (with Michael Munck and Prof. Mark von Rosing) on Advanced Cross-Culture Leadership concepts on >> LEAD & Drive: Lead strategy execution >> Organize & Control: Create alignment (H/V) >> Communicate & Guide: Promote innovation >> Develop & Manage: Empowerment of leaders	<b>Strategy Design Exercise</b> (with Prof. Simon Polovina and Prof. Mark von Rosing): >> Relate the forces and drivers to your best suited strategy >> Specify which strategy fits to which area (of your business)	<b>Le Mans team dinner with optional shopping</b>	
5:30 PM	Evening Activities: Grilling	Evening Activities: Strategy Game (with Marianne Fonseca)		
6:00 PM	Pray time: 18:11 PM	Pray time: 18:12 PM	Pray time: 18:12 PM	
	Experiential Learning 70%	Mentoring & Coaching 20%	Training 10%	

## Advanced Cross-Culture Leadership Program (Module 2 @ Kuwait Resort)

	Sunday	Monday	Tuesday	Wednesday
	Leadership	Leadership	Management	Management
8:00 AM	Breakfast >> Summary of module 1 - Program Manager Joshua Michael >> Objectives and goals >> Learning Agreement	Breakfast >> Lessons Learned - Program Manager Joshua Michael >> Techniques & tools on understand Operating Model Techniques	Breakfast >> Lessons Learned - Program Manager Joshua Michael >> Techniques & tools on understand Competitive Techniques	Breakfast >> Lessons Learned - Program Manager Joshua Michael >> Techniques & tools on understand Change Techniques
10:00 AM	Break	Break	Break	Break
10:15 AM	<b>Organize and control (Strategy &amp; Leadership)</b> - Prof. Mark von Rosing >> Develop enhanced situational and strategic thinking >> Redefining the core differentiation aspects >> Develop Lower Risk Strategies Exercise (groups) - Work with different strategy scenarios	<b>Lead &amp; Manage your Operations</b> - Prof. Mark von Rosing >> What is an Operating Model >> The important aspects of an Operating Model	<b>Develop your business and operations</b> - Prof. Mark von Rosing >> Drive Innovation - what is differentiating and competitive >> Drive Optimization and standardization - what is non-core	<b>Develop and manage your business</b> - Thomas Olsen >> The importance of linking issues, problems and pain points to your operating model >> The importance of relating the forces and drivers to your operating model
12:00 AM	Lunch & Prayer	Lunch & Prayer	Lunch & Prayer	Lunch & Prayer
12:45 PM	<b>Advanced Organize and Control concepts</b> example US Government & Government of Canada Border Control. Presented by international recognized thought leader Victor Abele, Senior Director General, Government of Canada	<b>Identify your Operating Model</b> (with Victor Abele & Prof. Mark von Rosing): >> What do you need within your Operating Model? >> Why do you need it?	<b>Novozymes Operating Model and Strategy Execution work.</b> Discover how Novozymes, the global leader in industrial biotechnology, bioinnovation, industrial enzymes production and microorganisms define a state of the art Supply Chain Operating Model and develops cutting edge strategies. Present by Chief Strategy Officer at Novozymes Thomas Olsen	<b>Exercise: Relate your forces and drivers to your Operating Model</b> (with Prof. Mark von Rosing): >> how to link issues, problems and pain points to your operating model >> how to define the future (which forces and drivers relate)
2:00 PM	Break	Break	Break	Break
2:30 PM	<b>Part 2 - Advanced Organize and Control concepts</b> example US Government & Government of Canada Border Control. Presented by international recognized thought leader Victor Abele, Senior Director General, Government of Canada	<b>Develop your Operating Model - Part 1</b> (with Victor Abele & Prof. Mark von Rosing): >> How to structure your Operating Model? >> organizational areas, groups and the functions	<b>Part 2 - Novozymes Operating Model and Strategy Execution work.</b> Discover how Novozymes, the global leader in industrial biotechnology, bioinnovation, industrial enzymes production and microorganisms define a state of the art Supply Chain Operating Model and develops cutting edge	<b>Drive Change in your business - Thomas Olsen &amp; Prof. Mark von Rosing</b> >> Open discussion on lessons learned >> Techniques that work >> Way of forward
3:30 PM	Break	Break	Break	Break
4:00 PM	<b>Open discussion</b> (with Victor Abele & Prof. Mark von Rosing) on Advanced leadership and management around >> acts, regulations, policy, rules etc. >> portfolio, programs and projects >> people/resources >> processes >> maturity (assessment of where you are)	<b>Develop your Operating Model - Part 2</b> (with Prof. Mark von Rosing): >> How to structure your Operating Model? >> organizational areas, groups and the functions	<b>Open discussion</b> (with Thomas Olsen & Prof. Mark von Rosing) on how to link strategy, innovation, standardization with your operating model	
5:30 PM	Joint Dinner	End of day	Joint Dinner	End of day
6:00 PM				

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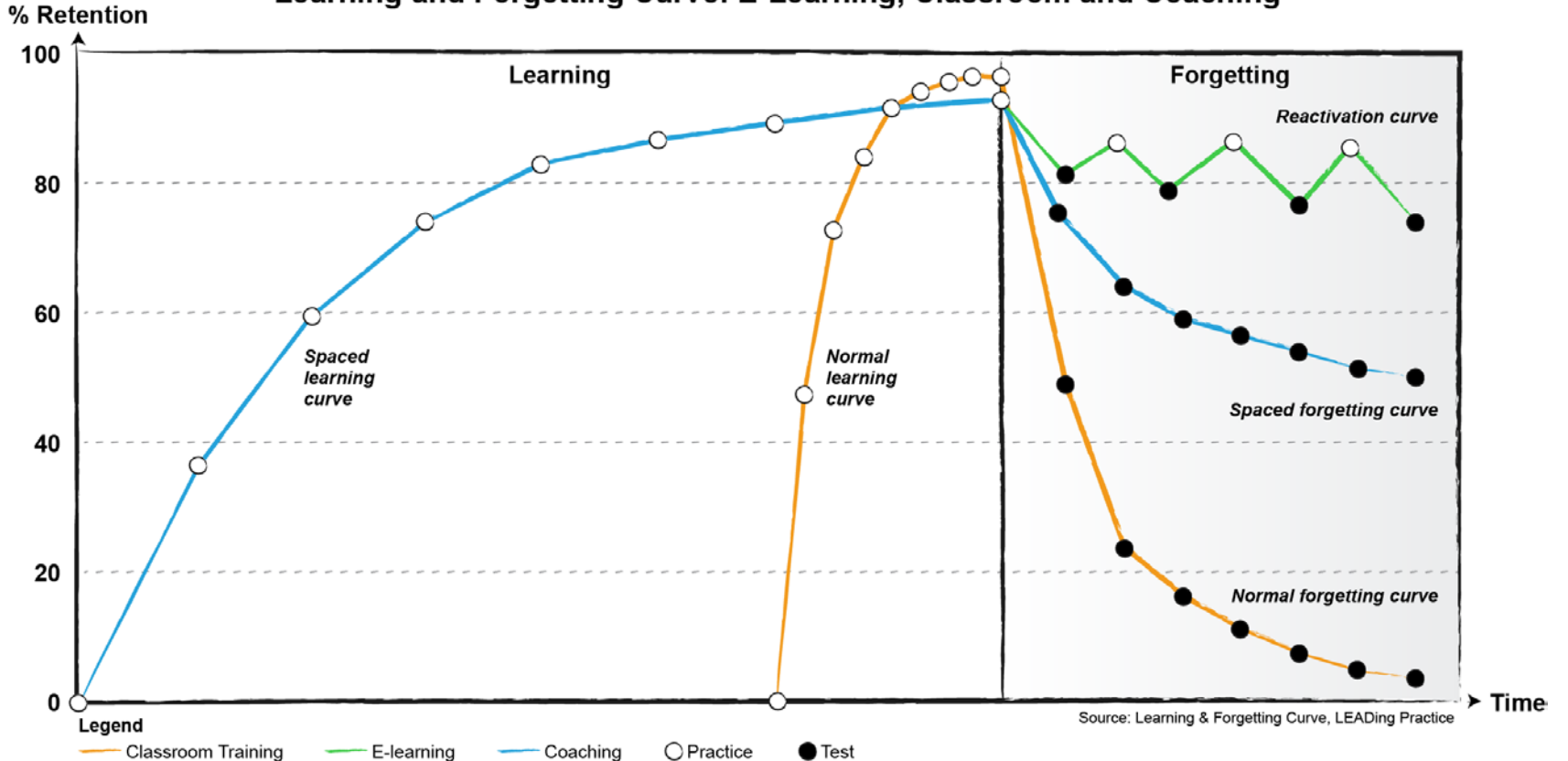
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# Learning Journey

## Teaching Assembly

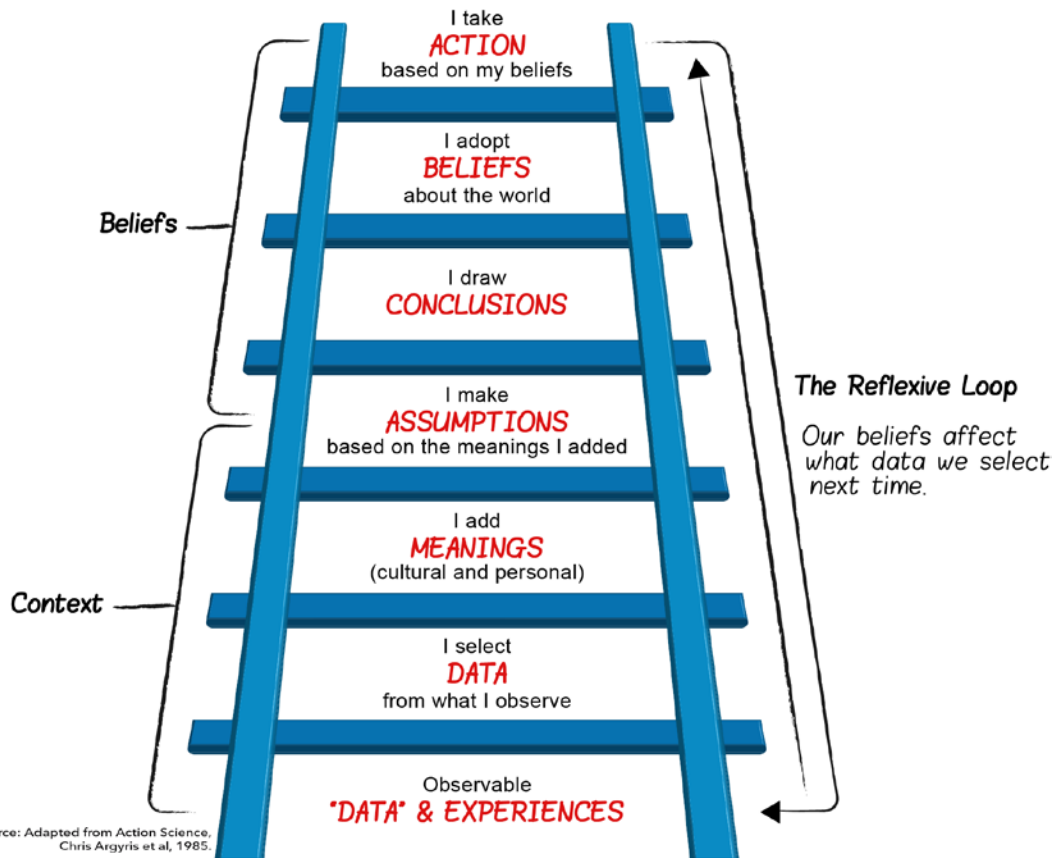
### Learning and Forgetting Curve: E-Learning, Classroom and Coaching



Adapted from Perception, Cognition and Learning Research by Extending Learning by P. Quinn and Learning Event Over Time by Thalheimer.

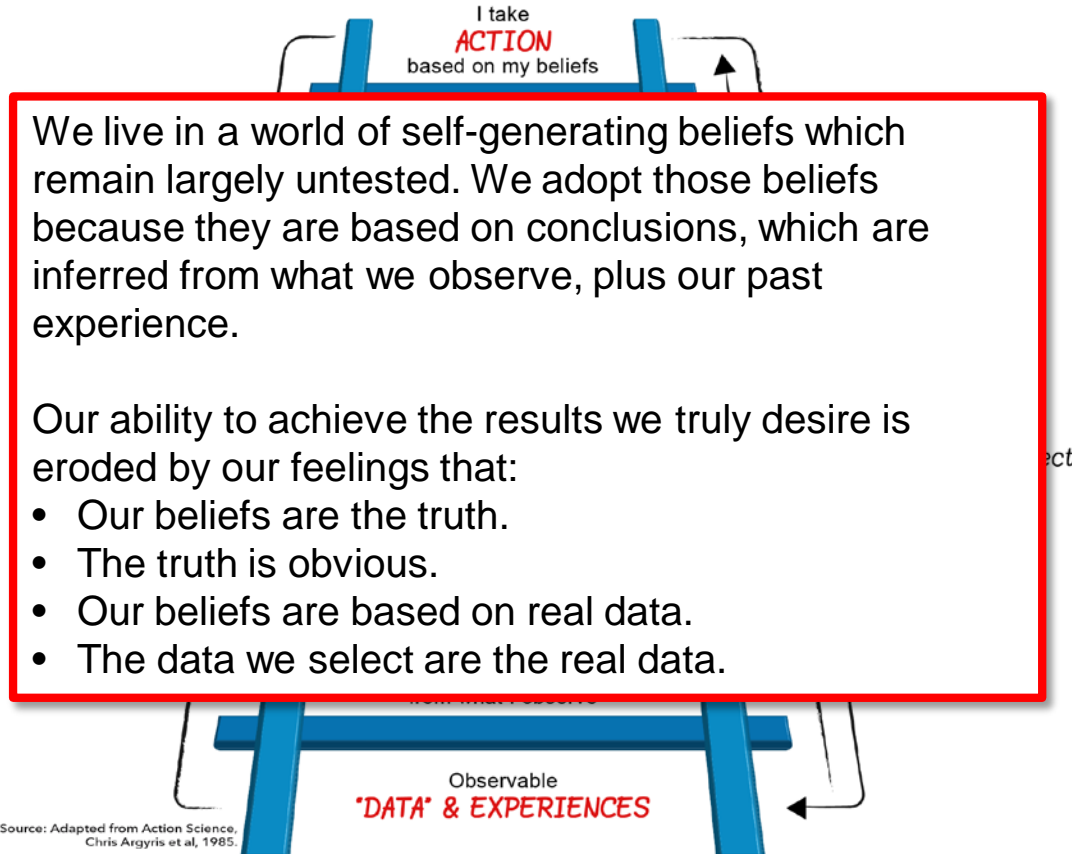
# Ladder of Inference

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



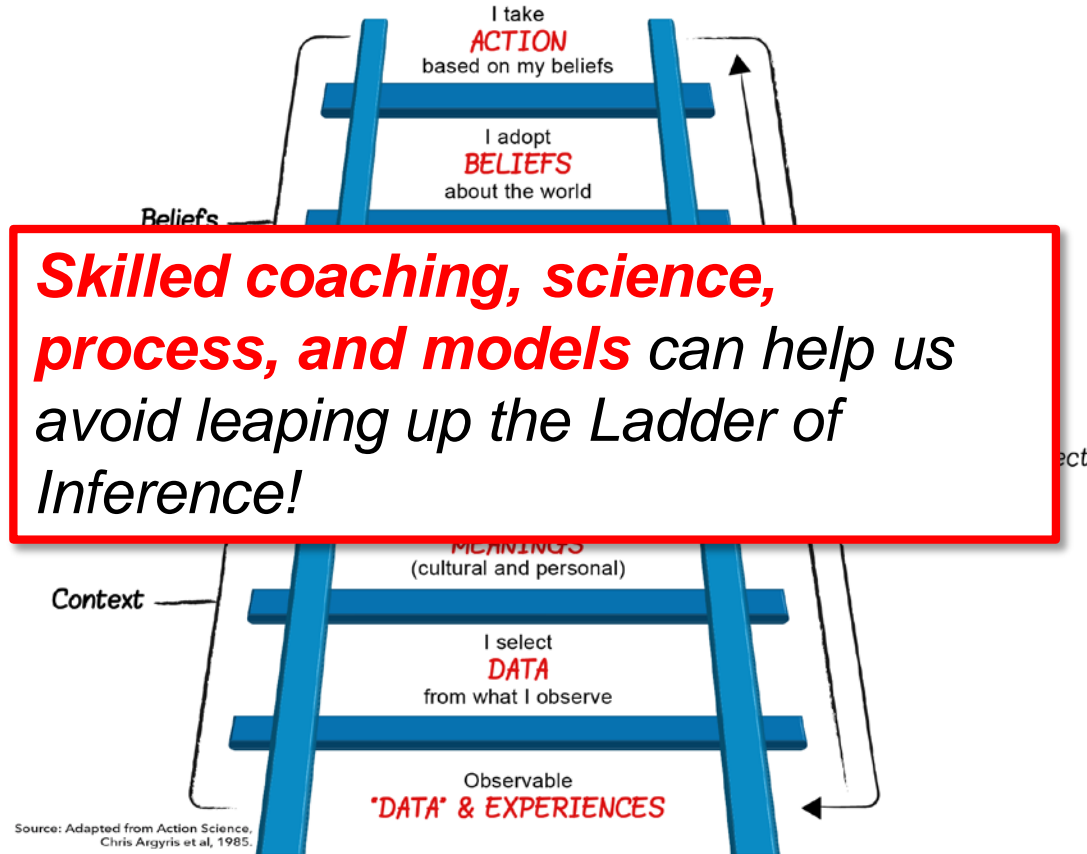
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# Ladder of Inference

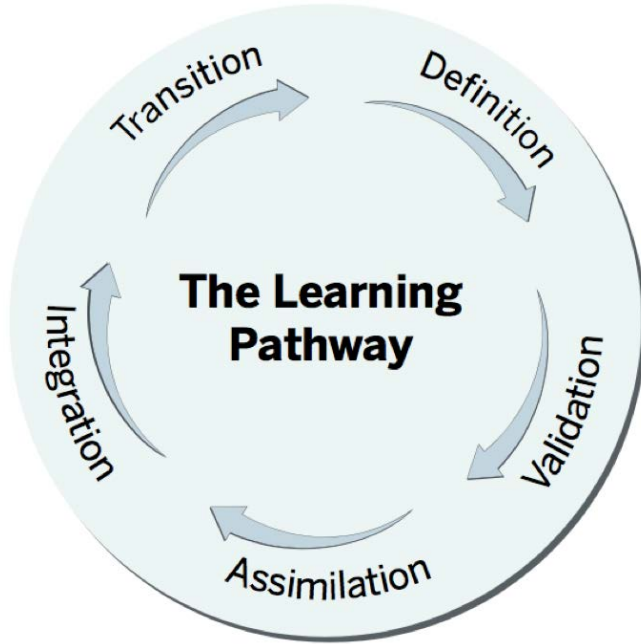
The Reflexive Loop – Our beliefs affect what data we select next time





# Learning Journey

## Learning Cycle – 5 Phases



### **DEFINITION**

*"I understand what you're talking about."*

### **VALIDATION**

*"I understand why it's important."*

### **ASSIMILATION**

*"I know how it works and feels."*

### **INTEGRATION**

*"I can see how I'd incorporate this in my day-to-day life."*

### **TRANSITION**

*"I understand the relationship between this topic and the one we're about to discuss."*

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# What is Coaching?

## Coaching

When you look at how coaching is being defined/described there seems to be a polarization between two camps:

1. **Transference:** those who believe that coaching is a process of transference - whereby one person with prior knowledge or experience can impact this wisdom to others with a goal to optimize performance.
2. **Discovery:** Those who think the coach's role is to help others release untapped capability – to help the person be who they are and what they want to be. Here the focus is more on releasing potential



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# QUESTIONS?

## LEADing Practice

**Henrik von Scheel**  
Chief Executive Offices

Mobile +1 605 963 9193  
E-Mail: [Hvs@LEADingPractice.com](mailto:Hvs@LEADingPractice.com)

For more information:  
[www.LEADingPractice.com](http://www.LEADingPractice.com)

## Global University Alliance

**Professor Mark von Rosing**  
Chairman of Global University Alliance

Mobile +33 (0)640194034  
E-Mail: [Mvr@GlobalUniversityAlliance.net](mailto:Mvr@GlobalUniversityAlliance.net)

For more information:  
[www.globaluniversityalliance.net](http://www.globaluniversityalliance.net)





# Thank You

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