



Introduction to the Advanced Cross-Culture Leadership Program



Advanced Cross-Culture Leadership Program

Joshua Michael



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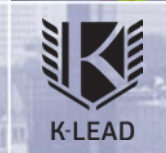
- Introduction
- Chateau Le Grand Perray
- Objectives of the program
- Overview of the week
- Learning Journey and Agreement
- Peer sharing and coaching



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Program Team

Change picture



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Prof. Simon Polovina
Program Manager
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Add picture

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Facility Management
Château Du Grand Perray



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Marianne Fonseca
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Add picture

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Marietta Amann
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Henrik von Scheel



Researcher

Pioneering in the field of patternicity research.

Co-chairman of the Institute of Strategy & Competitiveness at Global University Alliance



Author

3 bestseller, 6 books and +40 articles.



Board Member

Google



WORLD
ECONOMIC
FORUM



Cofounder

LEADING PRACTICE
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#1 Enterprise Standard provider for 56 Industries.

www.LEADingPractice.com

Impact

“The leading authority on national and corporate competitiveness...”

Joy Macknight
Financial Time Deputy Editor

“One of the most pre-eminent strategists and advisor of his generation”

Eric Schmidt
Chairman of Google parent Alphabet

“Father of the digital agenda today and co-founders of the Industry 4.0, that ignited the global digital wave.”

Joy Macknight
Financial Time Deputy Editor

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. In 1999, 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)

GLOBAL UNIVERSITY ALLIANCE
Developing **W3C** and Best Practices



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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).

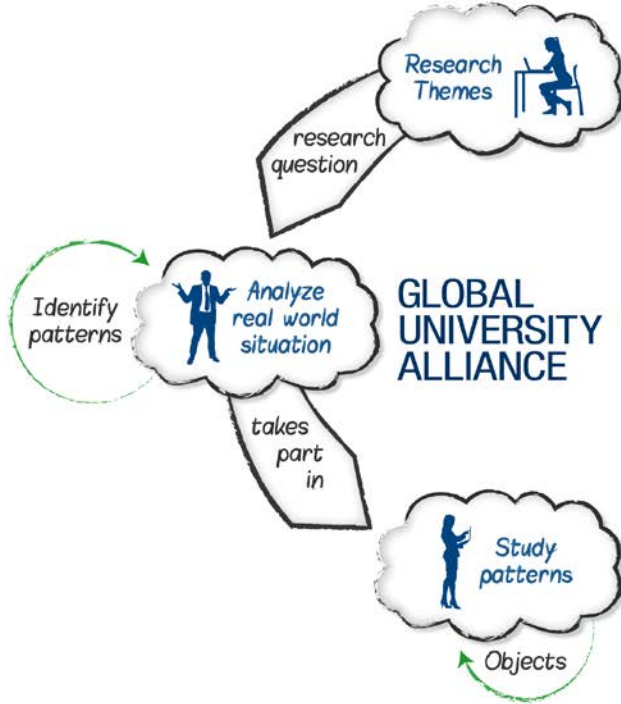
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Analyze real world situations



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Study patterns, practices, concepts



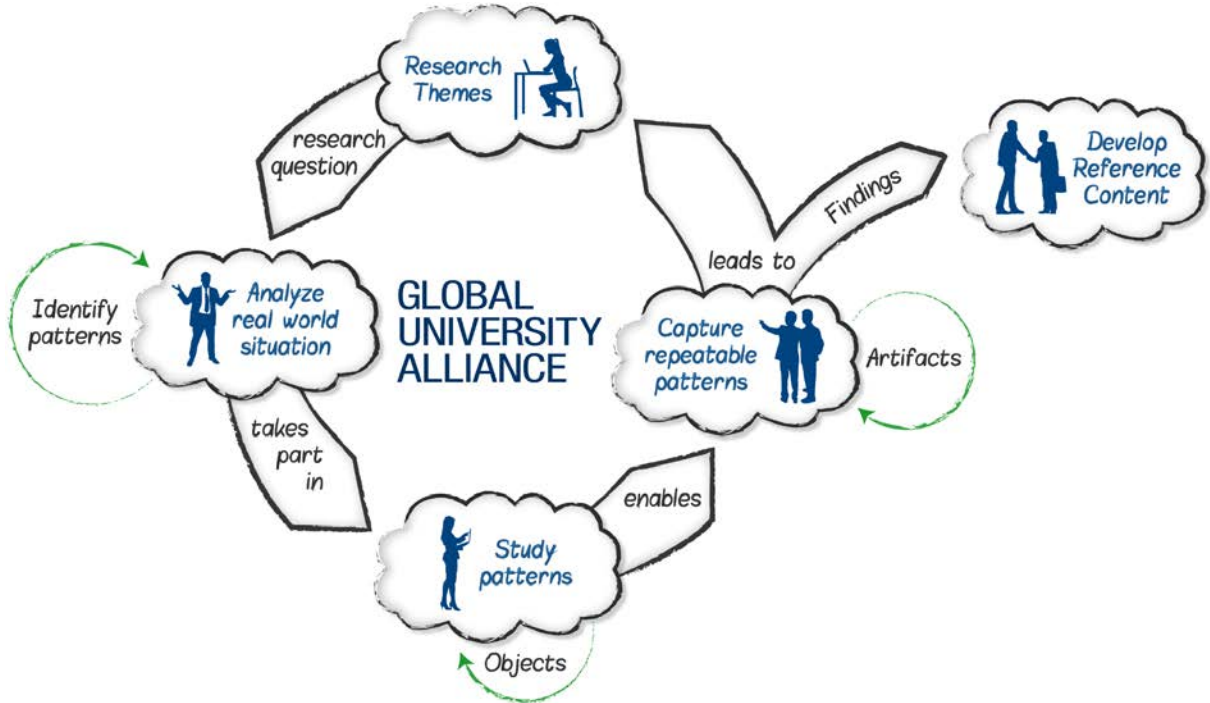
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Capture repeatable patterns



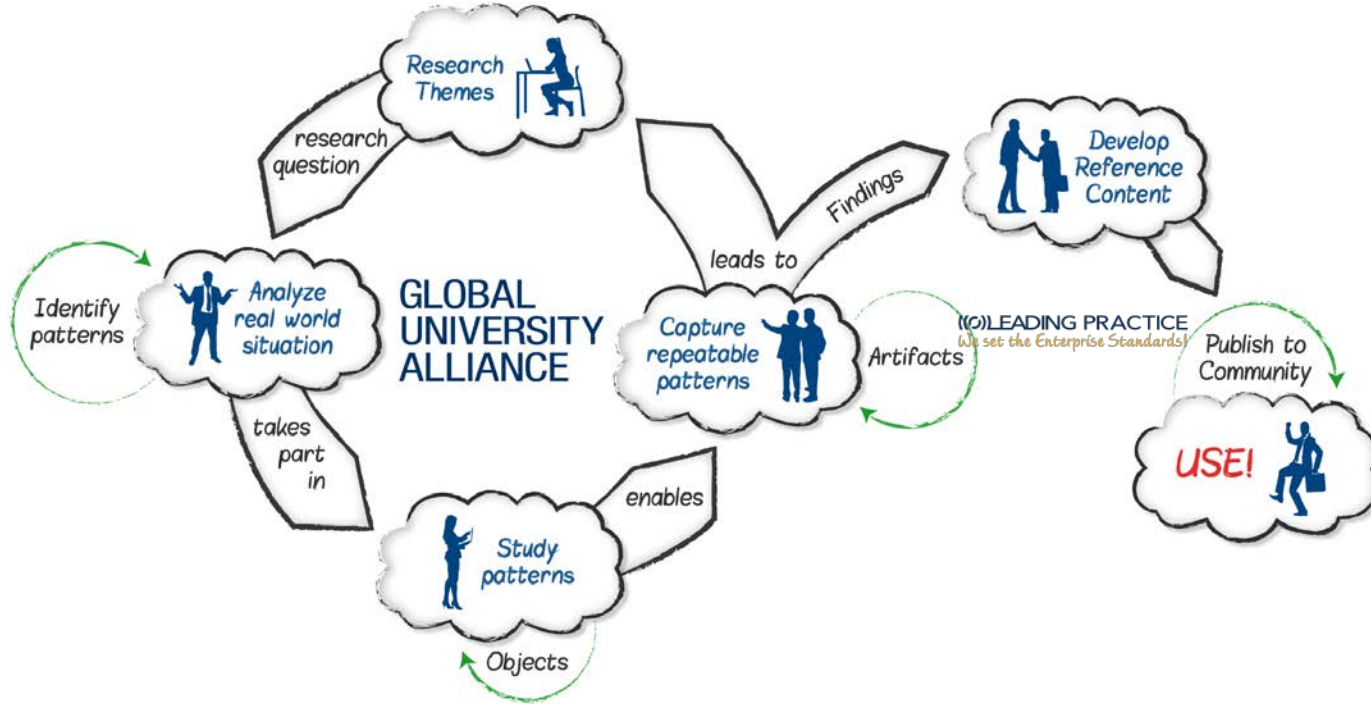
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Capture Reference Content



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USE!



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Feedback & Enhancement



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Patterns of Leadership and Management Concepts

Introduction to LEADing Practice



Like a recipe, where you can follow a sequence of simple steps to achieve a more complex end result

Even complex knowledge and concepts are simple to follow

Once repeatable patterns have been identified

*A structured
Way of Thinking*

*A structured
Way of Working*

*A structured
Way of Implementing*

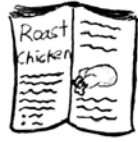
*A structured
Way of Governing*



A structured Way of Thinking

Patterns of Leadership and Management concepts

A structured
Way of Thinking



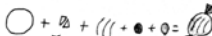
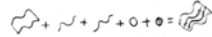
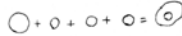
Relevant objects

Relationships

Repeatable patterns

Roles involved

Models needed



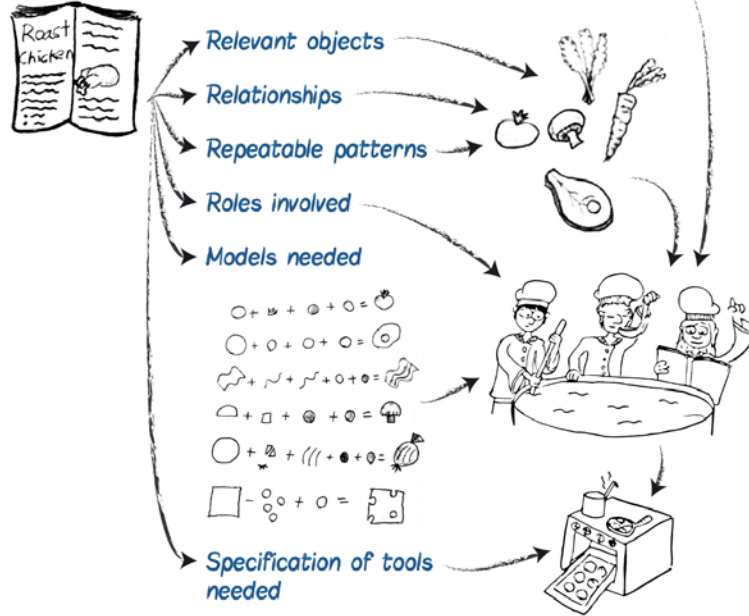
Specification of tools
needed

A structured Way of Working

Patterns of Leadership and Management concepts

A structured
Way of Thinking

A structured
Way of Working



A structured Way of Implementing

Patterns of Leadership and Management concepts

A structured Way of Thinking

A structured Way of Working

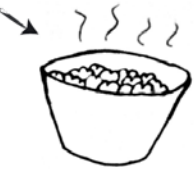
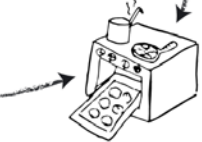
A structured Way of Implementing



- Relevant objects
- Relationships
- Repeatable patterns
- Roles involved
- Models needed



Specification of tools needed



A structured Way of Governing

Patterns of Leadership and Management concepts

A structured Way of Thinking



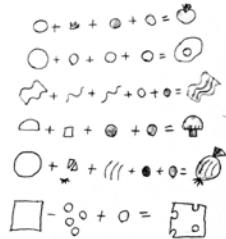
Relevant objects

Relationships

Repeatable patterns

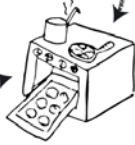
Roles involved

Models needed

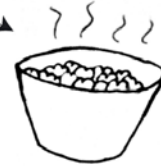


Specification of tools needed

A structured Way of Working



A structured Way of Implementing



A structured Way of Governing





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Facility Coordinator
Château Du Grand Perray

K-LEAD

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 ككل موجودة وشراكتها قائمة قائمة على التعاون والفرص والابتعاد
العمل لدعم تطوير الموظفين / العاملين.

مبادئ التعلم والتطوير
مؤسسة الشركة ككل موجودة وشراكتها قائمة قائمة على التعاون والفرص والابتعاد
الموظفون / العاملون / العاملون لكل مهمة عمل و وظيفة لمساعدهم
في تحقيق تطورهم المهني.

العاملين والمديرين مسؤولين عن تحقيق اثرات التعلم والتطوير للمساهمة
اثر الموظفين / العاملين / العاملين في تطوير وتطويرهم ككفاءات.

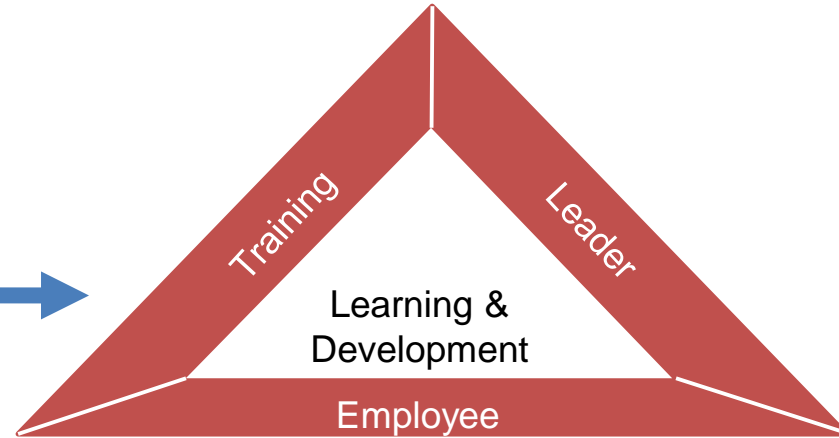
الموظفون والمديرين مسؤولون بتطوير الموظفين / العاملين / العاملين
الموظف / المديرية والمديرين / المديرين والتطوير هو شريك فعال مع المسئولين
والعاملين في تحديد الاحتياجات والحلول المناسبة للتعلم والتطوير
للموظفين / العاملين.

الموظف / المديرية والمديرين / المديرين والتطوير هو شريك فعال مع المسئولين
التعلم والتطوير بالتعاون مع الاقران والمسؤولين المساعدين.

استثمار التعلم والتطوير على الصلة الوطنية لتطوير فوج عاملة موهوبة
لتحقيق 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.

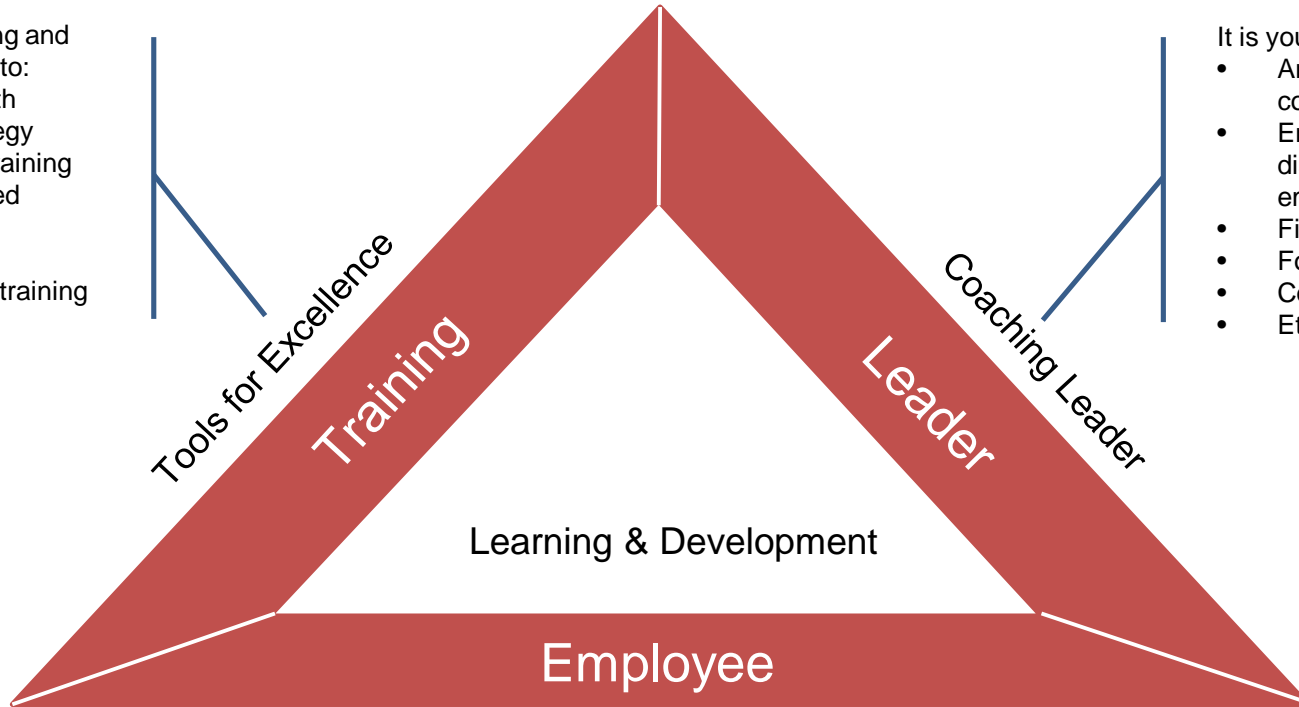


This strategy and its principles stresses that successful employee development depends on a strong and **proactive partnership** between the employee, his/her boss and Training & Career Development.

The Development Partnership Triangle

It is the role of Training and Career Development to:

- Align training with Corporate Strategy
- Ensure proper training
- Facilitate Blended Learning tools
- Measure the effectiveness of training
- Etc....



It is your role as a boss to:

- Analyze employee competency gaps
- Ensure a development discussion with each employee
- Finalize PDPs
- Follow up on PDPs
- Coach employees
- Etc...

Proactive Learner

It is your responsibility as an employee to:

- Work in partnership with your boss in developing your PDP
- Ensure that you have a development discussion with your boss
- Execute your PDP as agreed
- Seek feedback and learning opportunities
- Etc....

Blended Learning Tools: 20:20:10

K-Lead

Mentoring & Coaching 20%



- It is the responsibility of each Functional Manager to mentor and coach their direct employees to enable performance and development. Succession and talent pools should ideally be provided with a formal coach to enable their development. The following guidelines should be considered:
 - **Coaching:** The focus of the coaching process should be to **behaviours and mindsets** that will enable succession pool members to respond effectively in their new roles
 - **Mentoring:** The process must focus on **developing and transferring skills and knowledge** based on a specific developmental needs

A Mentor does not have to be the direct superior of an employee but must be an achiever in the area in which they are mentoring.



Training 10%

- Formal classroom training has been shown to be the least beneficial in ensuring learning and skills transfer
- However, this type of learning is critical for transitional learning i.e. when managers transition from one managerial level to the other
- This type of training will address knowledge gaps and enable employees to increase breadth of knowledge to be able to effectively operate at different levels of management
- For formal training courses to be more effective, they must be customised and also be implemented in combination with on-the-job application/action learning

On-the-job Experiential Learning 70%

- This type of learning is the most effective in ensuring transfer of skills and learning. Examples of on-the-job learning experiences are:
 - Job Rotation / lateral moves
 - Strategic projects
 - Action learning projects
 - Stretch assignments
 - International projects
 - Acting positions
 - Shadow roles

KPC Leadership Development Module "KLDM"

Level

Team Leader

Manager

DMD
DCEO

MD
CEO

Competency Framework

OCD

GN2/4: Performance Drive
GN3/4: Ownership
GN4/4: Adaptability & Learning
GN5/4: Team Work
GN6/4: Communication
IE0006 Analytical/Conceptual Thinking
MGT0001 Leadership
MGT0002 Ensures Alignment with Business Interests
MGT0003 Coaching Others
MGT0004 Business Environmental Awareness
MGT0005 Working with Diversity
MGT0006 Managing Change
MGT0007 Performance Management

Think K

Takes ownership

- Holds self and others **accountable** for delivering results
- Demonstrates **assertiveness, optimism** and **composure** at all times

Focuses on People

- Is a supportive **coach** who **nurtures talent** and creates growth opportunities for **people**
- Energizes and builds highly motivated **teams**

Drives Performance

- Sets and achieves **SMART** ambitious **business targets**
- Promotes **innovative** ideas for continuous **improvement**

Creates integrated value

- Collaborates across **value chain** functions and businesses
- Communicates with and engages **stakeholders** for impact

Blended Learning Development

- Assignments
- OJT Experiential Learning
- Kaizen Event ... ect

- Functional and Leadership Training
- ELearning
- Coaching/Mentoring

- Inter Company Projects
- Assignments
- Kaizen Event ... ect

- **Leadership Training**
- Internal Coaching / Mentoring

- Exposure to Senior Leadership roles
- Lead or participate in taskforce project team or advisory board
- Strategic Assignment
- Community involvement
- Involvement in higher Leadership roles
- Corporate Governance Awareness

- Attend Leadership Local/International events
- External Coaching / Mentoring

Continuous Assessment: 360, Assessment Center, Direct Boss Evaluation



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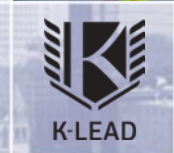


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Facility Coordinator
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Chateau Le Grand Perray



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 9th, 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
- Several meeting rooms
- Several breakout rooms
- The Grand Salon
- The Dining room
- Outdoor and castle gardens

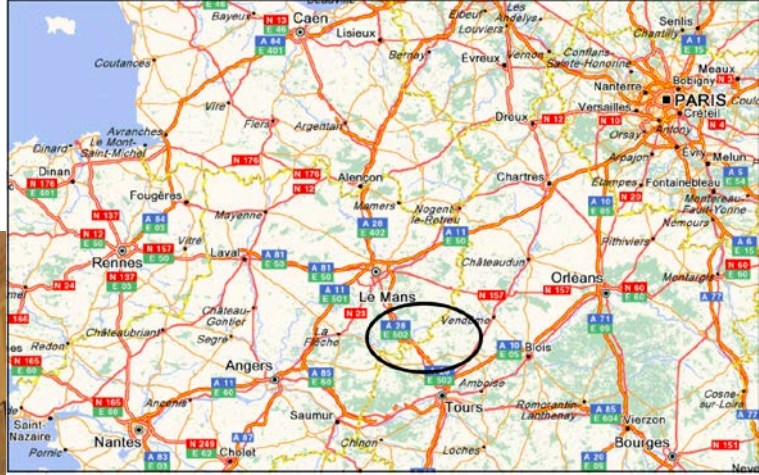


Location

Chateau Le Grand Perray

Location:

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



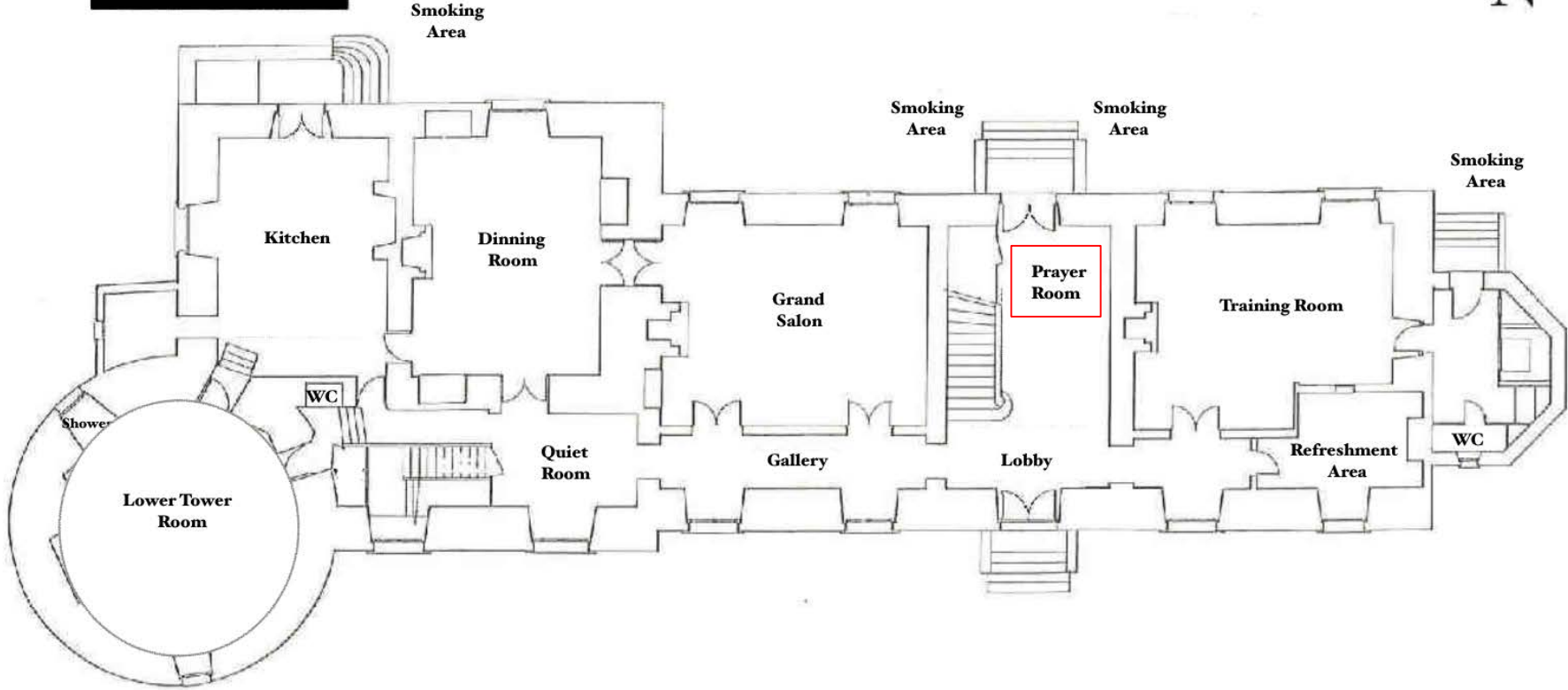
Update picture

Prayer Room

Chateau Le Grand Perray



Ground Floor



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

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Objectives of the Program

Program Scope

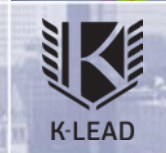
- **Transform leaders** into resilient outperformers
- **Equip leaders** with executive management expertise and cross-functional perspective to drive performance.
- **Strengthen core competencies**, build powerful teams, achieve strategic goals, and accelerate personal transformation.



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Curriculum

	Strategy	Leadership	Management	Exercise / Output
LEAD and drive	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)		
Communicate and guide	Explore new alternatives (innovation thinking)	Develop a cross cultural communication style (develop culture)		Promote innovation
	Develop Customer centric strategies		Drive Innovation change	
Organize and control	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	
Develop and manage	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)	
Tools & Techniques	Understand how to develop a Strategy Map	Understand Strategy relationship to Business Model techniques	Understand Operating Model Techniques	
Personal Development	Develop a personal leadership plan	Create an individual leadership philosophy	Individual Performance Coaching	

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

	Sunday	Monday	Tuesday	Wednesday
	Leadership	Leadership	Management	Management
	Breakfast	Breakfast	Breakfast	Breakfast
8:00 AM	>> Summary of module 1 - Program Manager Joshua Michael >> Objectives and goals >> Learning Agreement	>> Lessons Learned - Program Manager Joshua Michael >> Techniques & tools on understand Operating Model Techniques	>> Lessons Learned - Program Manager Joshua Michael >> Techniques & tools on understand Competitive Techniques	>> Lessons Learned - Program Manager Joshua Michael >> Techniques & tools on understand Change Techniques
10:00 AM	Break	Break	Break	Break
10:15 AM	Organize and control (Strategy & Leadership) - 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	Lead & Manage your Operations - Prof. Mark von Rosing >> What is an Operating Model >> The important aspects of an Operating Model	Develop your business and operations - Prof. Mark von Rosing >> Drive Innovation - what is differentiating and competitive >> Drive Optimization and standardization - what is non-core	Develop and manage your business - 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	Advanced Organize and Control concepts example US Government & Government of Canada Border Control. Presented by international recognized thought leader Victor Abele, Senior Director General, Government of Canada	Identify your Operating Model (with Victor Abele & Prof. Mark von Rosing): >> What do you need within your Operating Model? >> Why do you need it?	Novozymes Operating Model and Strategy Execution work. 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	Exercise: Relate your forces and drivers to your Operating Model (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	Part 2 - Advanced Organize and Control concepts example US Government & Government of Canada Border Control. Presented by international recognized thought leader Victor Abele, Senior Director General, Government of Canada	Develop your Operating Model - Part 1 (with Victor Abele & Prof. Mark von Rosing): >> How to structure your Operating Model? >> organizational areas, groups and the functions	Part 2 - Novozymes Operating Model and Strategy Execution work. 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	Drive Change in your business - Thomas Olsen & Prof. Mark von Rosing >> Open discussion on lessons learned >> Techniques that work >> Way of forward
3:30 PM	Break	Break	Break	Break
4:00 PM	Open discussion (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)	Develop your Operating Model - Part 2 (with Prof. Mark von Rosing): >> How to structure your Operating Model? >> organizational areas, groups and the functions	Open discussion (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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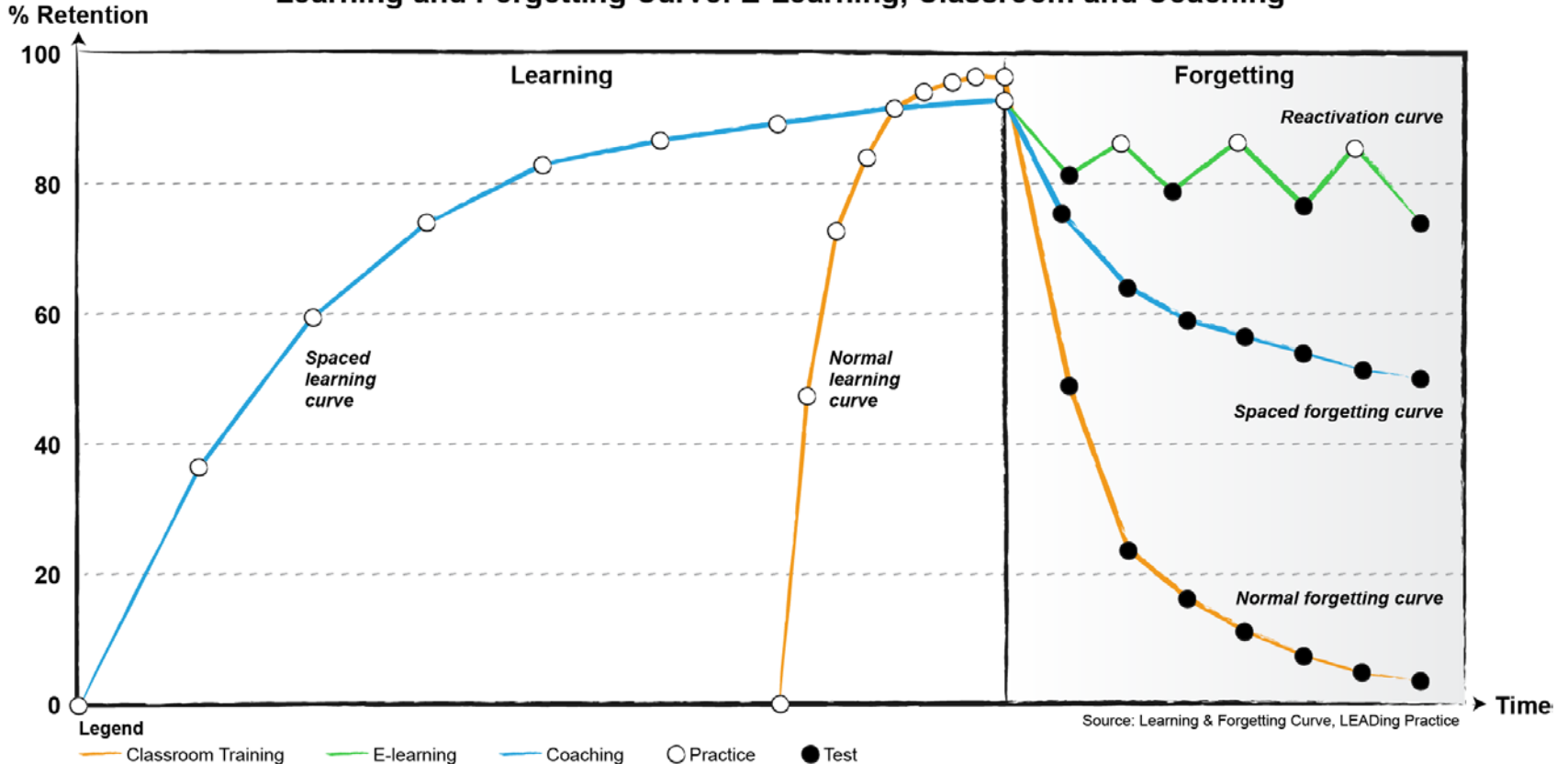
- Introduction
- Chateau Le Grand Perray
- Objectives of the program
- Overview of the week
- **Learning Journey and Agreement**
- Peer sharing and coaching



Learning Journey

Teaching Assembly

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



Source: Learning & Forgetting Curve, LEADing Practice

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

Ladder of Inference

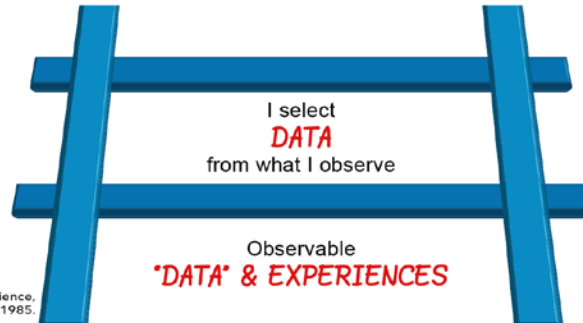
Observable Data & Experiences



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

Ladder of Inference

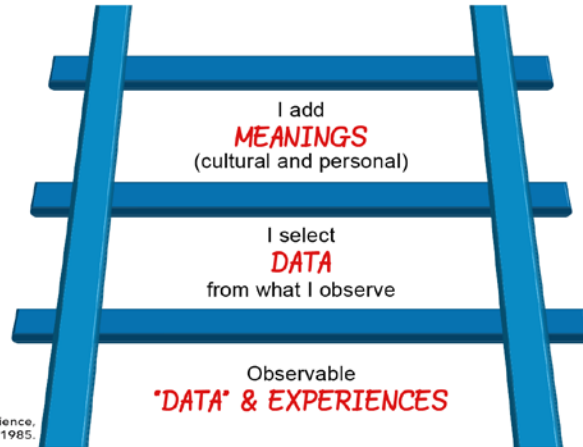
I select Data from what I observe



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

Ladder of Inference

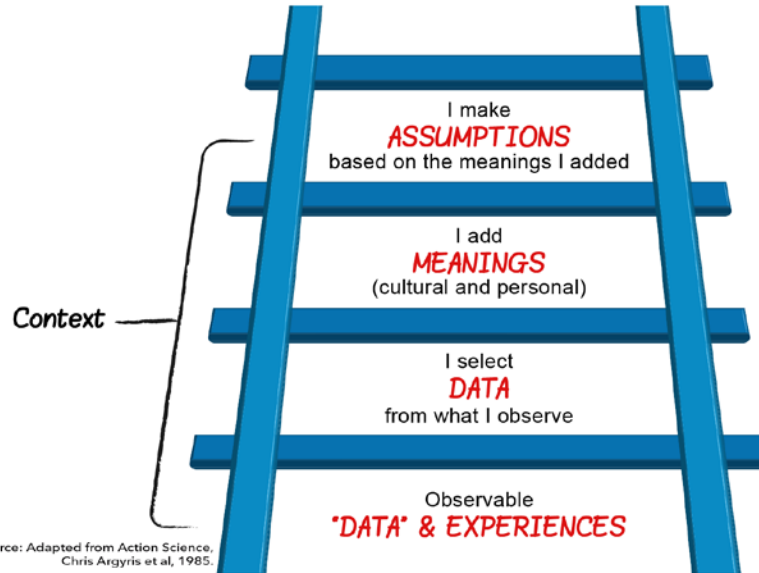
I add Meanings (cultural and personal)



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

Ladder of Inference

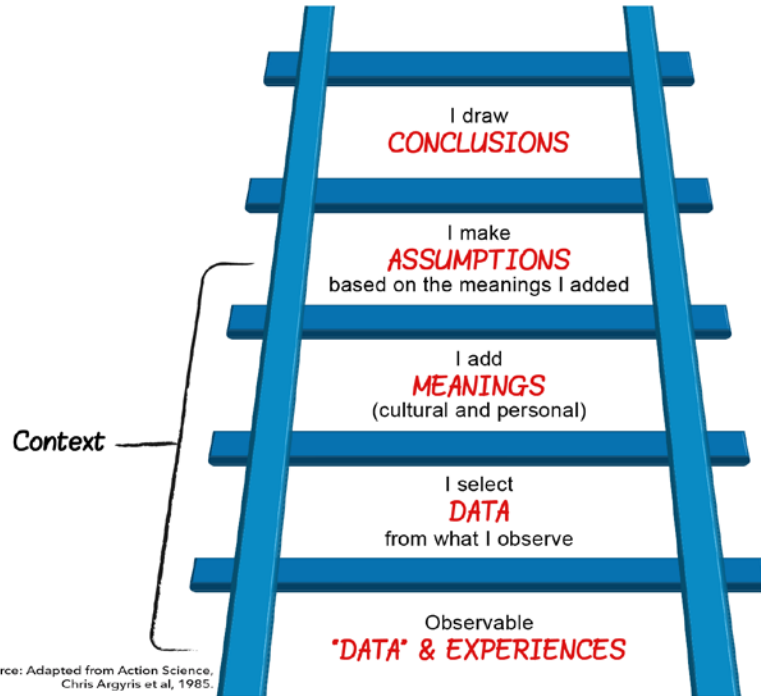
I make Assumptions based on the meanings I added



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

Ladder of Inference

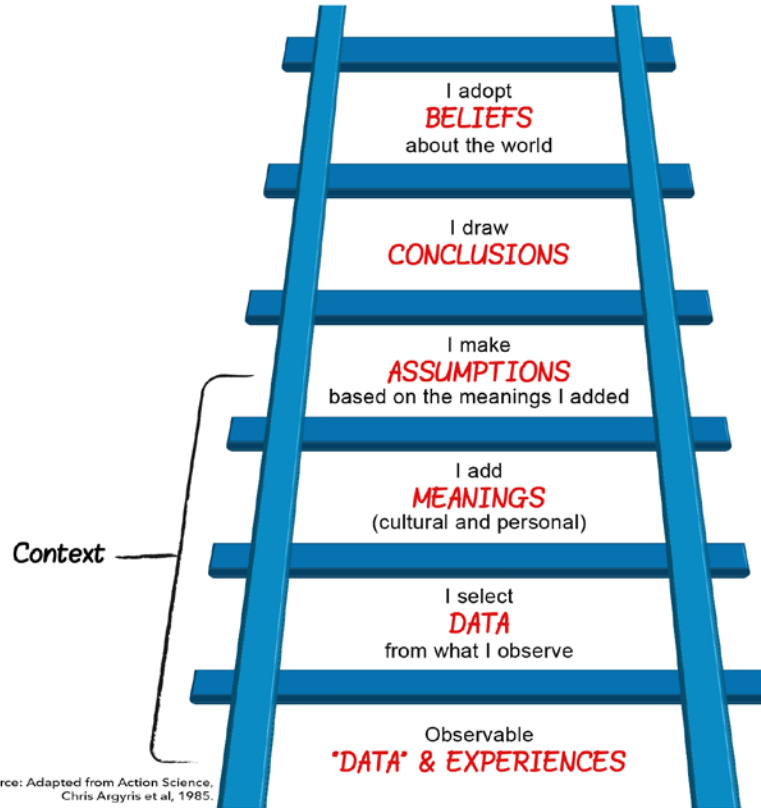
I draw Conclusions



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

Ladder of Inference

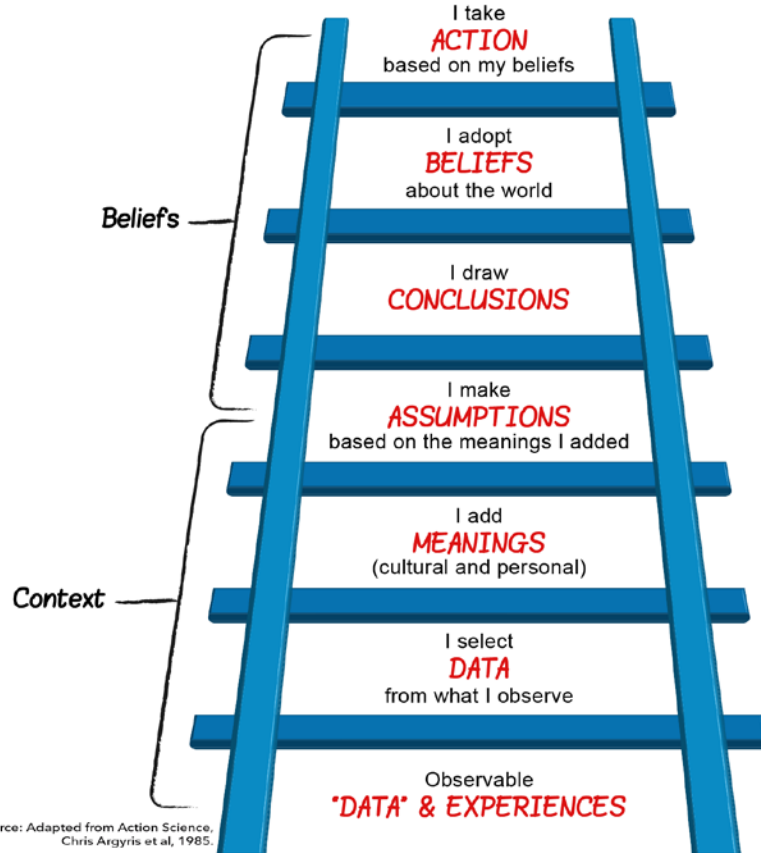
I adopt Beliefs about the world



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

Ladder of Inference

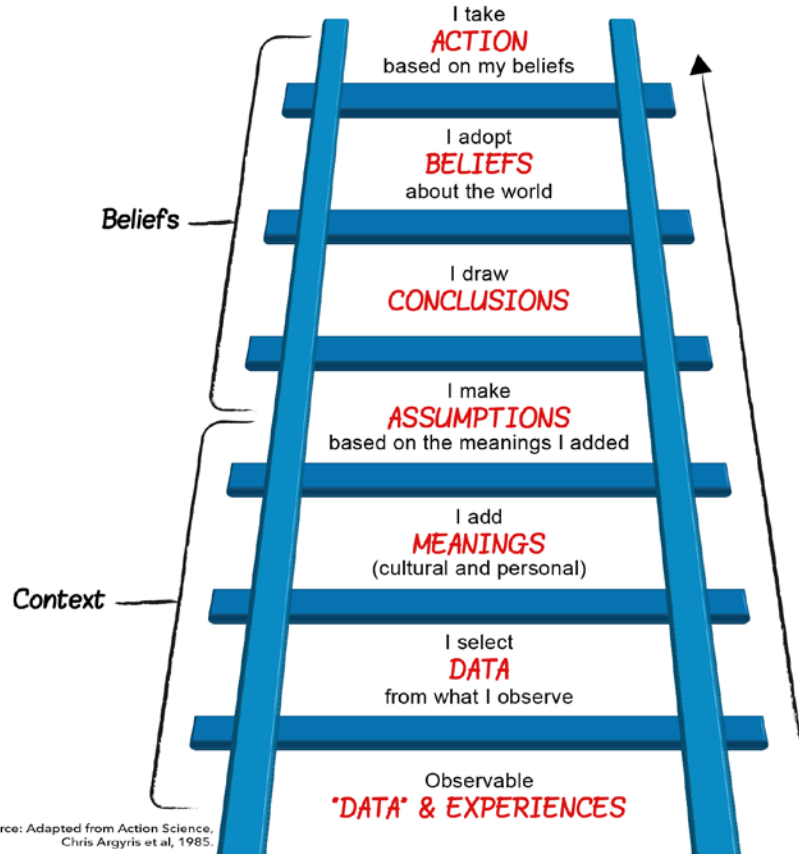
I take Action based on my beliefs



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

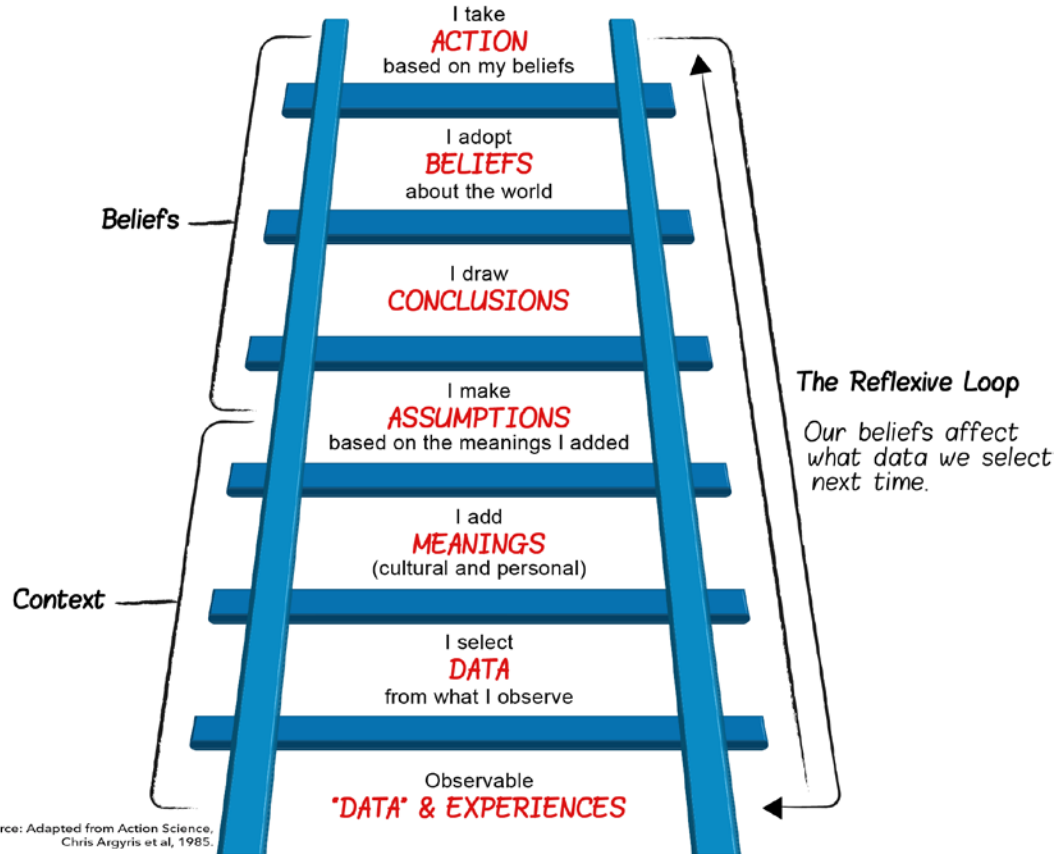
Ladder of Inference

The Ladder of Inference – Avoiding ‘Jumping to Conclusions’



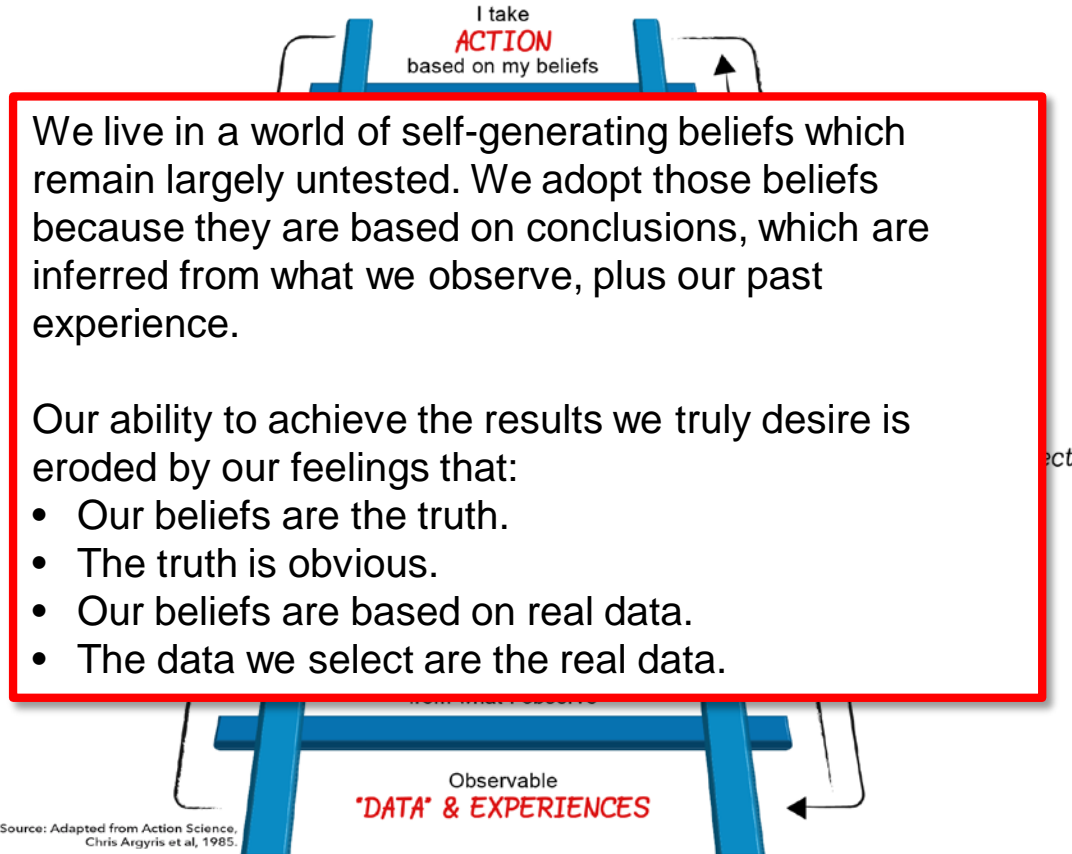
Ladder of Inference

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



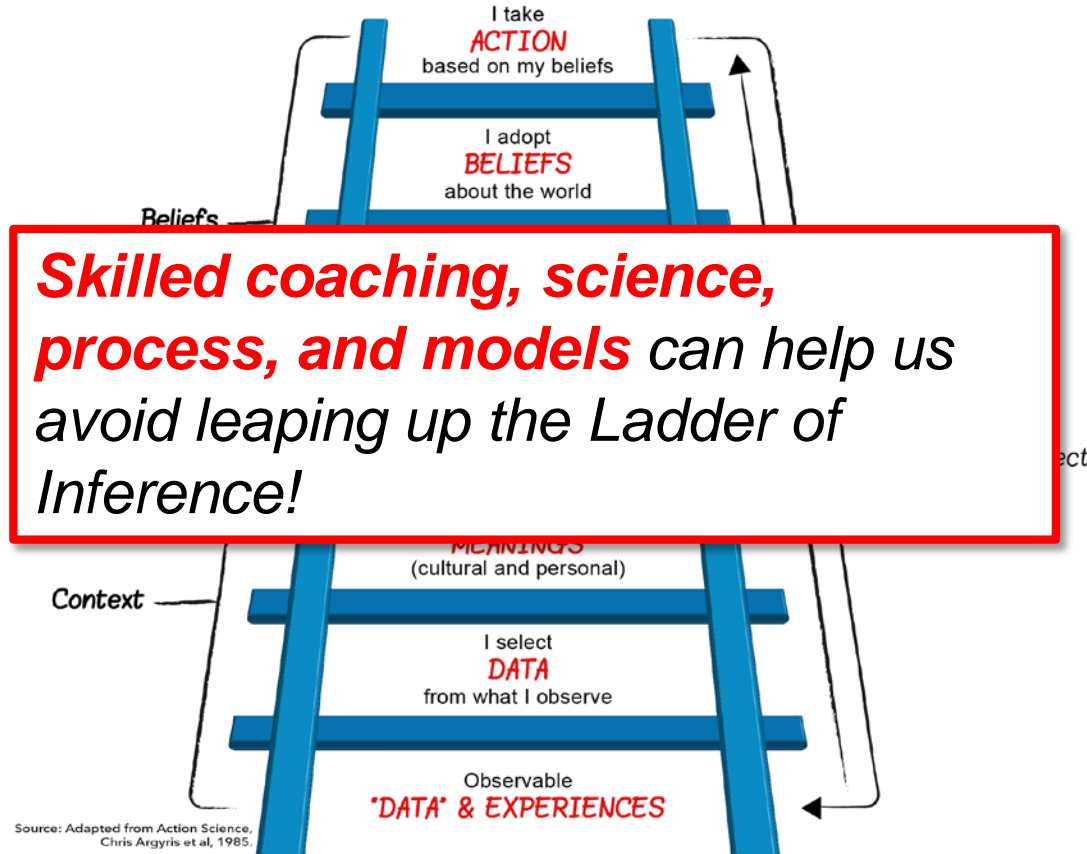
Ladder of Inference

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



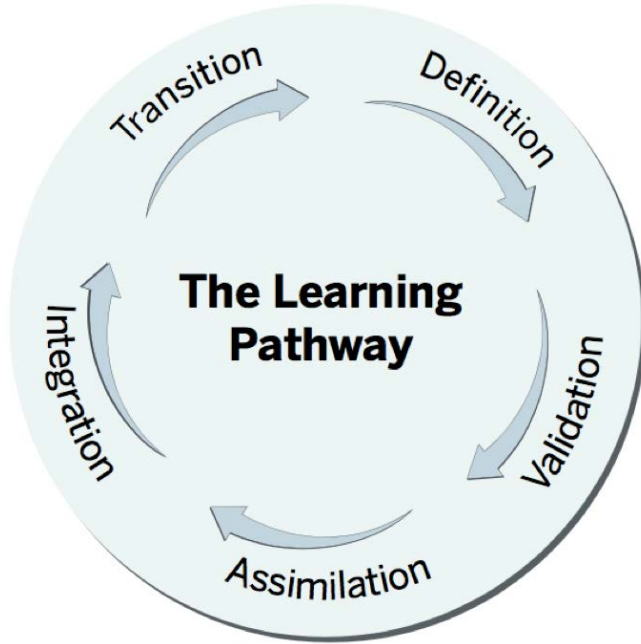
Ladder of Inference

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."

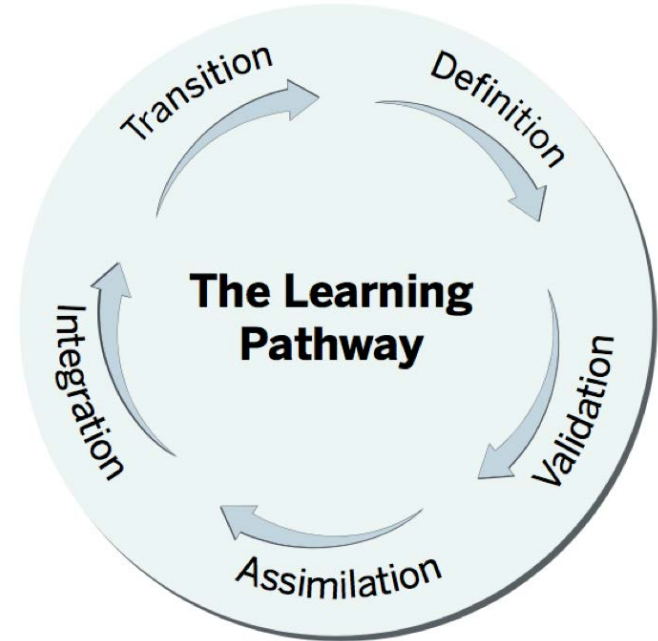
TRANSITION

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

Learning Journey

Learning Cycle – 5 Phases

1. In the **Definition Phase**, the workshop leader describes the meaning of a particular concept or group of words. By the end of this phase, participants understand the concept being explored and why it is being introduced.
2. During the **Validation Phase**, the workshop leader substantiates the value of the concept in a sound and meaningful way. By the end of this phase, participants appreciate the importance of the concept and are willing to “try it on for size.”
3. The **Assimilation Phase** provides participants with an opportunity to experience the concept, model, or technique. By the end of this phase, the participant has identified with the concept, model, or technique and is aware of its impact on his/her personal performance or experience.
4. The **Integration Phase** starts when the participant sees how the concept, model, or technique can be incorporated into current day-to-day practice. By the end of this phase participants have started blending the concept into their behavioral or attitudinal repertoire.
5. The **Transition Phase** occurs as the workshop leader builds the bridge from one major concept or model to another. The Transition Phase is complete when the participants have consciously moved on from what they have just learned, and are aware of the reason for moving on to the next topic.



Learning Agreement

Learning Cycle – 5 Phases

- **Our** expectations of the learning process
 - *An open mind & attitude*
 - *Participation*
 - *Ask questions*
 - *No judgement*
 - *Enjoy the process*

- What are **YOUR** expectations?

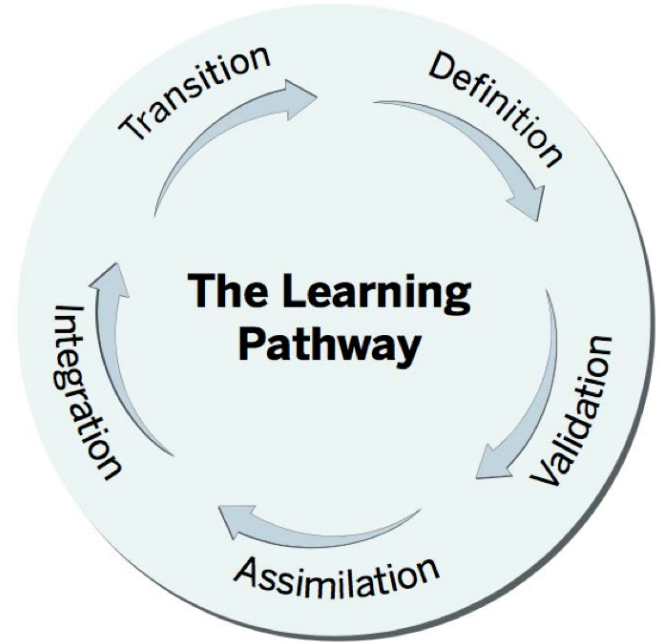


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What is Coaching?

Coaching

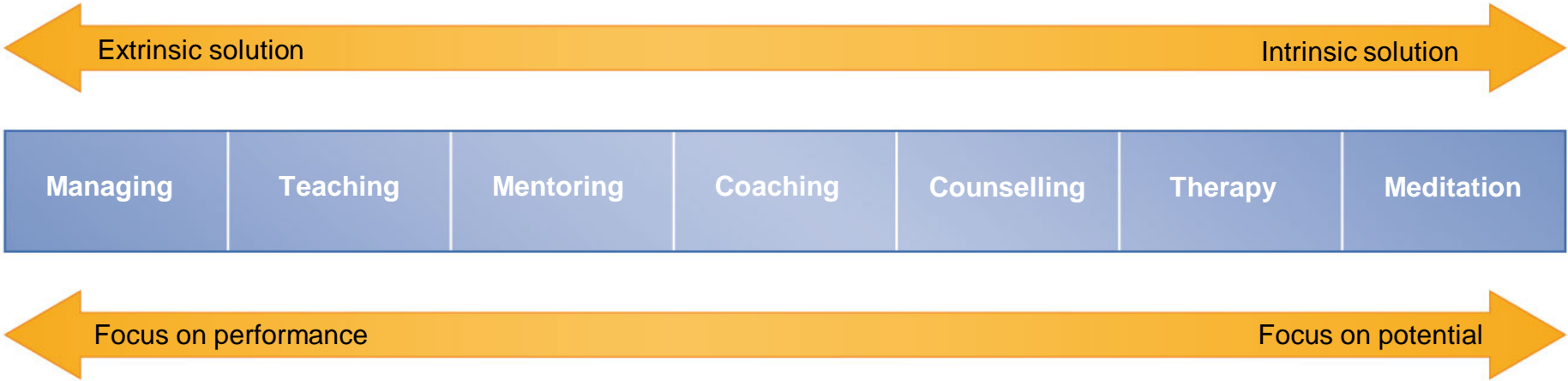
When you look at how coaching is being defined/described there seems to be a polarization between two camps:

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



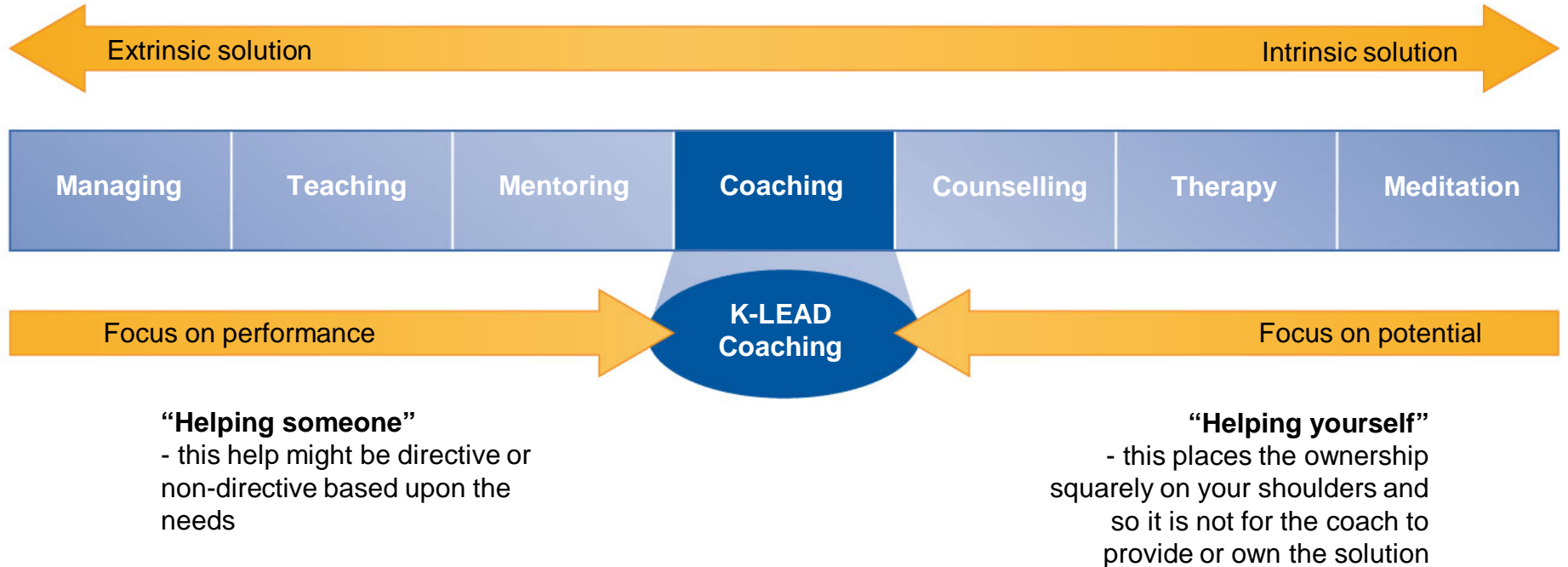
Where does Coaching fit in?

Coaching



Where does Coaching fit in?

Coaching



Role of a Coach

Coaching

The coach's role is to:

- help you make the change in your journey
- stick with the new direction.

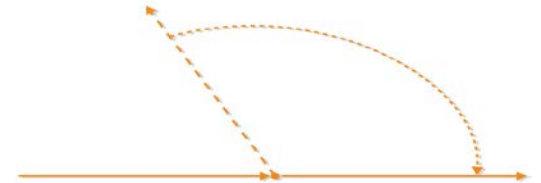
Divert - In this case the angle of deviation is marginal and will have a relatively small level of of impact on you and your life.



Corner - This is where someone makes a significant change and turns a corner in how they want to behave. In this case, the change has a larger deviation than a simple diversion from the normal behaviour.



Break - In this case the change is a significant variation from the normal direction.



About turn - This is a major change in direction, where the new action is the complete opposite to the old behaviours. This is a complete reversal from your established comfort zone. This would require major emotional, mental and physical energy.

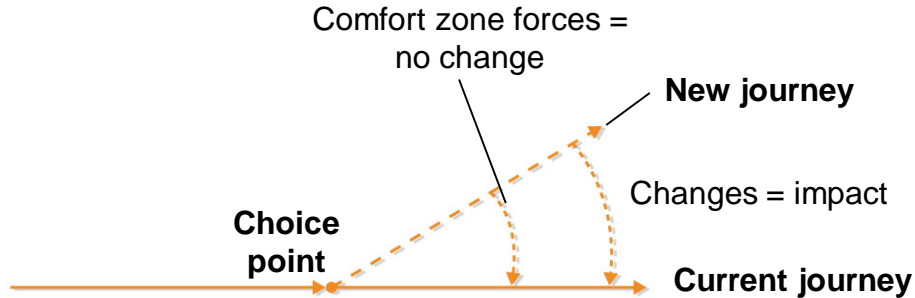


What is Coaching? – questions to be answered

Coaching

When considering what a coach does, it is relevant for you to consider:

1. What is your current situation?
2. What is the new direction you wish to take?
3. How different is the new from the current (degree of deviation)?
4. How strong will the reversion rubber band be?
5. How strong are the forces pulling you in the new direction?



What is Coaching? – What is the Goal?

Coaching

Value through
sustainable change



What is Coaching? – What is the Goal?

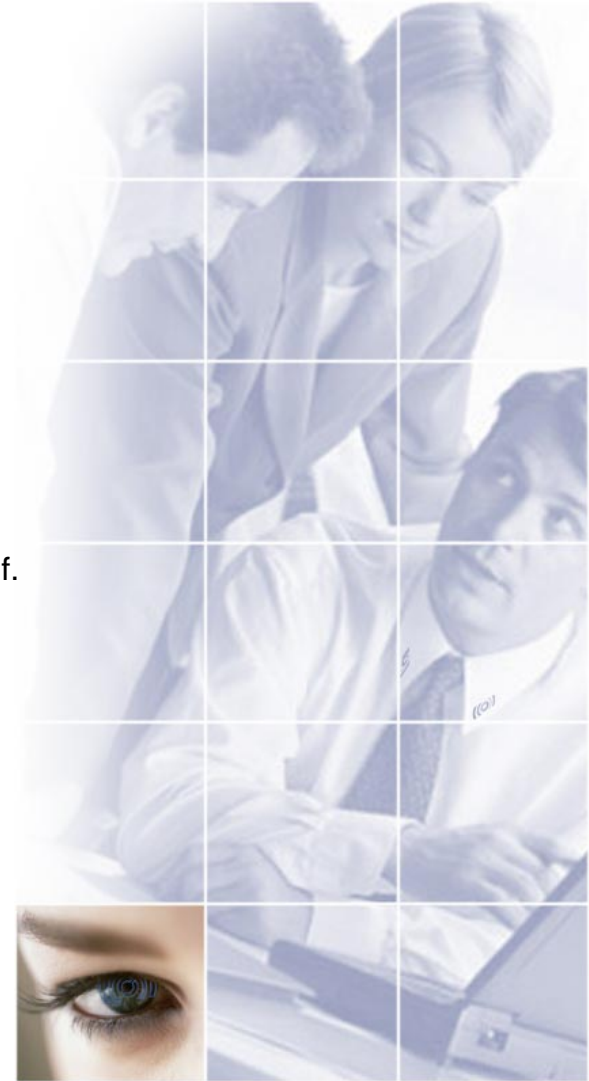
Coaching

Value through sustainable change

- **Change** – Something must be different at the end of the coaching process.
- **Value** – the main gain is the value derived from the change – not the change itself.
- **Sustainability** – coaching that doesn't help isn't coaching.

The change process tends to often be a rush towards “fixing the problem”.

But experience shows that successful and sustainable coaching is driven by a willingness to embrace and understand these principles.



Our Training methodologies – To help you change

Coaching

- Skills Development
- Knowledge
- Methods
- Group/Team Coaching
- Brainstorming
- Group discussions
- Syndicate exercises
- Personal Coaching
- Action step list
- Lessons learned
- Skills practice - follow up strategy



Our Training methodologies – To help you change

Coaching

- Skills Development
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- Brainstorming
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- Skills practice - follow up strategy

We will be very direct, open, funny and provocative

....but at no time aggressive



Our Training methodologies – To help you change

Coaching

**Skills
Development**

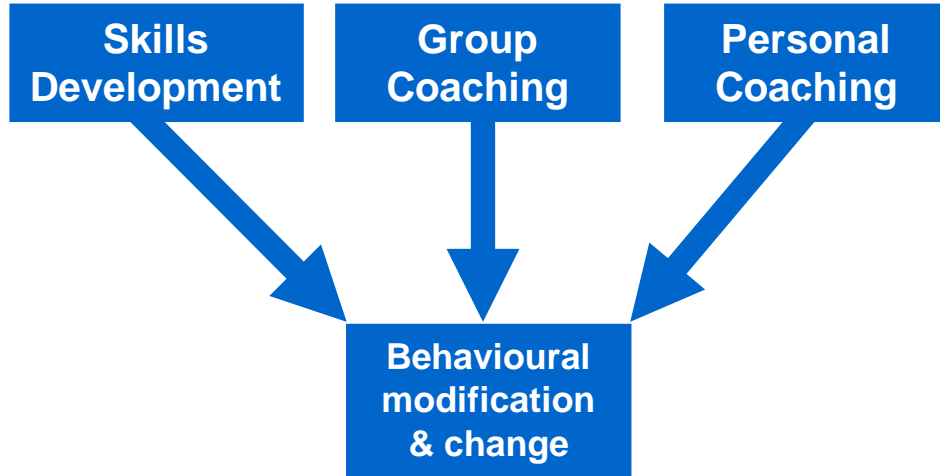
**Group
Coaching**

**Personal
Coaching**



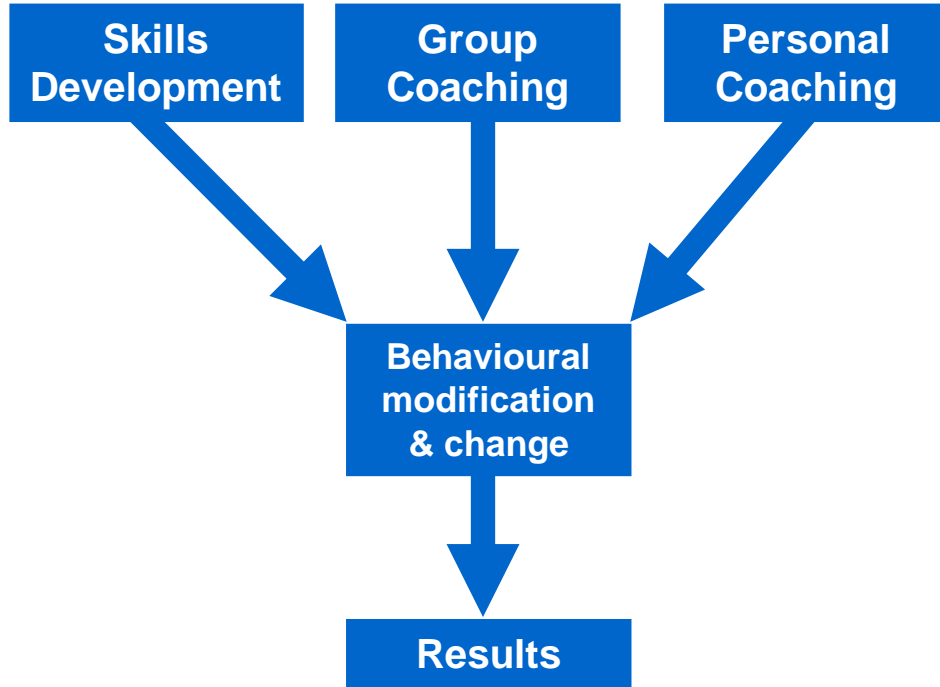
Our Training methodologies – To help you change

Coaching



Our Training methodologies – To help you change

Coaching



360

What is the goal?

Coaching and Mentoring
Personal Development Plan
Personal Coaching



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