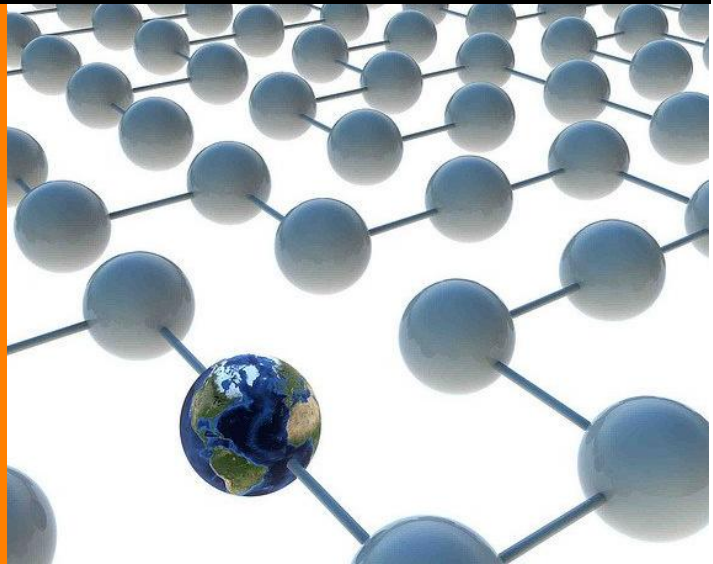


# LEADING IN THE 'NEW NORMAL',™ A Leadership Laboratory for Senior Leaders



## Introduction

The 'New Normal'; an apt description for the increasingly networked, volatile, uncertain, complex and ambiguous times (VUCA) we live in. Can one lead in the same way as in the past, where disruption was the exception and not the norm? What new capacities, skills and qualities does one need in order to successfully lead one's organisation through constantly shifting local and global contexts, and find the courage to change and the courage to lead?

In other words, how does one embrace and harness emergence and complexity to be effective as a leader of people, rather than seek to minimise ambiguity and risk through increasing control?

These are some of the key questions which this 2-day workshop seeks to engage Leaders such as yourself.

## The Approach

Engaging with a blend of experiential processes and provocative perspectives, participants will encounter and reflect:

- deeply to achieve clarity of their identity and roles as leaders within a system and of a system nested within other systems,
- about a renewal of internal and external trust, empathy, authenticity and courage as core capacities to lead amidst turbulence and high complexity

## Objectives

Participants will

- Engage with paradigms to grow their capacity to lead systems in VUCA times
- Build and deepen understanding, empathy and trust of themselves, their teams and stakeholders as they navigate the turbulence and uncertainty of the 'New Normal'
- Improvise, experiment and innovate to enhance the resilience of the human systems within their organisation

## Intent

For senior leaders who have attended stock 'leadership for senior management'-type programmes, this workshop will challenge them to undertake a paradigm shift about leading change, leading in times of change and how that shift must come from within.

In developing an authentic leadership style that is strengths-based, participants will develop influence with those whom they lead.

## Workshop Outline

### Day 1

- Discovering Individual capacities in Change, using a variety of models (4 Rooms of Change/Generative Change/Integral Framework)
- Recognising Identity and Role shifts in the 'New Normal' (Sociodrama)
- Harnessing the complexity of groups to help them

### Day 2

- Harnessing the complexity of groups to help them attain breakthroughs (Positive Continuum Part 2)
- Harnessing emergence in an Open Space Learning Lab (Learning Integration)
- Action Planning, Coaching & Commitments



**Dr. Tom Schwarz**

Tom brings about transformation through a deeply reflective facilitative stance in consulting engagements in which people feel empowered and committed. These help people and organisations work with ambiguity and complexity where there may well be no right answers and where paradigm shifts are required.

He typically delivers these transformation and development engagements globally, and more often over the ANZ and Asia Pacific Region. These approaches are typically used in empowering leadership development, and participatory planning and Change delivery modes, to achieve transformation & capacity development and sustainable change. This is key in building authentic and enduring relationships that builds individual’s, communities’ and organization’s agility and responsiveness to meet changing reality amidst the complexity and turbulence of today and tomorrow.

Tom is also active in community:

- Director of the Global Institute for Facilitative Leadership (GIFL) Australia and DoC.
- Education Committee lead with the “Courage to Care” organization of NSW and consults to the overall Leadership team on transformation.
- He consults to the global Change Management Institute (CMI)
- Prior executive member of the AIM NSW Strategic Management Special Interest Group
- Tom is a professional member of the Global IAF (a CPF assessor and ex-Board member) and Future Search Network, the Asia Facilitator network, ICA (Institute of Cultural Affairs), the Catalyst network, and a frequent invited Consulting facilitator at international IAF and AFN Facilitation conferences (Australasia, Asia, and South-East Asia, South Africa, Europe).

Tom holds a PhD in Physical Chemistry, with over 20 years as an Asia-Pacific Senior Corporate Executive, living in Singapore, Hong Kong and Shanghai.

**Noel E K Tan**

As a process facilitator, mediator and consultant, Noel partners business leaders and their Corporate Planning, Strategy, Human Resource and Organisational Development functions to build capacity to thrive in complex and volatile settings through deeper people engagement. Using strengths-based approaches such as Appreciative Inquiry, Narrative Practices and Positive Deviance, his work helps organisations and communities renew their common purpose and shared vision, and develop coherent adaptive strategies for higher performance that come with clarity of hindsight, insight and foresight.

Noel works across a range of sectors and territories across the Asia-Pacific and Europe, designing & facilitating

- Leadership and Team Interventions for global corporations such as British Petroleum and STMicroelectronics
- Public Sector Change Leadership, OD and HR interventions for organisations like the Singapore Prison Service, the Home Team Academy and the Civil Service College (Singapore)
- Systems Thinking interventions for non-profit organisation leaders at the Social Service Training Institute, Singapore
- Scenarios & Foresight work for Sustainable Development for the Asia-Europe Foundation
- Whole System Change meetings on complex issues such as ex-offender after-care, technology integration for special needs education for public and social sector stakeholders.

Noel is also a member of Appreciative Inquiry Consulting, LLP (headquartered in the USA), the Future Search Network and Narrative Connections. He holds Master’s degrees in Research Methods, Educational Management, and Strategic Studies. Noel is an International Association of Facilitators Certified Professional Facilitator.

