

LEADERSHIP

Organizations and their leaders face the need to become more agile due to their continuously changing environment. This module elaborates on how leaders should cope with job transitions, how to change their leadership style when needed and how to face contemporary challenges such as stress and burnout. You will not only strengthen your own leadership, you will also learn how to make your team a team of leaders.

THIS MODULE CAN BE FOLLOWED **STAND ALONE** AND IS A MANDATORY MODULE OF **THE EXECUTIVE MASTER IN FINANCE**

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Learning objective



Intensifying demands for high performance leadership are pressing teams and organizations everywhere to become more flexible and proactive. Senior-level executives at the helm of an organization are finding that effective leadership requires a skill set and capacity to lead that is both like and unlike what they have already experienced and learned. Today's senior leaders need to think more strategically, communicate more persuasively, and act more decisively — all while developing the leadership of those around them.

This module focuses on strengthening your personal capacity to produce results and the capacity of others to do the same. Highly interactive, the module blends team exercises, case discussions, simulations and personal coaching sessions to help clarify your principles and goals and put them into practice. After this module, you will be able to expand your capacity to think strategically, communicate persuasively, and act decisively, and do so in a way that builds resilience in yourself, those around you and the organization.

We focus on

- take tangible actions to strengthen your own leadership and that of others
- make your team a team of leaders
- develop appreciation for your leadership by others and by you
- coach and mentor high-potential managers who report to you
- learn to lead out and up, not just down
- prepare yourself for more senior responsibilities and general management
- sustain your resilience and determination to more effectively handle uncertainty, stress, and burnout.



MARCIA DE WACHTER

Marcia De Wachter was the first woman to obtain a PhD in economics at the University of Antwerp. She served in several positions at the National Bank of Belgium where she was the first woman to become Vice Governor in its 168 year history. She is founding member of the international Women's Forum for Economy and Society. Marcia is INSEAD and IPSIS Institute certified business and leadership coach.

Content

DAY 1

Session 1 – Perspectives on leadership

This session will begin with an overview of leadership paradigms and how this is reflected in a wide variety of leadership theories and models. We will present an overall framework which will enable you to identify key differentiating characteristics of the various approaches to leadership.

Key to this session is the goal of increasing the number of 'lenses' you have available in your "leadership tool kit" in order to increase your ability to be effective in leading and managing the various stakeholders with whom you interact, as well as assisting others in their leadership development.

Learning goals for this session are to:

- Present the variety of leadership theories and approaches and to understand the state of the art of the Leadership models.
- Develop an appreciation for the specific contribution of the psychodynamic perspective in terms of leadership and leadership development.
- Provide an opportunity for self-reflection and the acquisition of different perspectives on leadership.
- Become aware of the potential derailments for leaders and managers and how to avoid them.

Session 2 – Adaptive leadership

This session will focus on the difference between technical and adaptive leadership and will help you understand that success in leadership very much depends on the capacity of the leader to differentiate the adaptive from the technical task.

Adaptive Leadership enables us to identify the essential link between leadership and change. It helps to understand explicitly that the role of the leader is to be able in the first place to create the appropriate reflective space to define and differentiate the nature and the scope of adaptive versus technical challenges. We will explore and elaborate on the tensions and dynamics triggered by these challenges.

Learning goals for this session are to:

- Become aware of the differences between the technical and the adaptive challenges and the implications for leadership.
- Become aware of the role of the leader as being 'disruptive' in order to help the team and the organisation continue to grow and develop so that both can continue to evolve and thrive.
- Understand the importance of reflective space and how leaders can take their team to the "balcony".
- Understand the risk involved in adaptive leadership for the leader him/herself.

DAY 2

Session 3 – Fair leadership process

Introduction to Conscious/Unconscious testing and 720° Feedback on Leadership style.

Session 4 – Redefine job, network and yourself

Today more than ever, major transitions in your job assignment do not come neatly labeled with a new job title or formal move. Subtle or not-so-subtle shifts in your business environments create new - but not always clearly articulated - expectations for what and how you deliver. These changes in managerial responsibilities are not trivial and require commensurate adjustment. Many are expected to step up to a significantly bigger leadership role while sitting in the same jobs and holding the same titles. We will explore how to step up your leadership role when you don't receive specific outside recognition or guidance by a do-it-yourself transition.

Learning goals for this session are to:

- Become aware of how you can redefine your job.
- Become aware how much good leadership depends on having the right network.
- Become aware how you can invent your own identity.

Session 5 – Hidden competing commitments

One of the most difficult tasks you will have is to actually implement your action plan and to change some of the ways of doing things so as to be more effective as a leader. Much like New Years resolutions Leadership Action Plans often fall prey to well meant but ineffective implementation on follow-through... and this despite our best intentions and sincere efforts. In this session we will work through a specific process that will help you fine tune your action plan and also begin to get some insight into what might be the factors "below the surface" that are likely to compete with your good intentions in terms of implementing that plan. In uncovering this Hidden Competing Commitments, you will be able to more effectively address the behavioural changes that you wish to make and are more likely to succeed in actually achieve long term and lasting change.

Learning goals for this session are to:

- understand the specific role of Hidden Commitments in our attempt to change.
- Develop your awareness and skills in challenging these commitments.
- Become aware of the role that such competing commitments play in blocking us from achieving our desired goals.

Practicalities

EXTRA

As part of this training, an individual coaching session is also offered to you. This session is not mandatory, but will give you a lot of individual feedback on your leadership skills and focus points to improve.

This session is scheduled in mutual consultation between you and Marcia De Wachter (who is also a certified leadership coach).

Based on a scalable psychometrical tool to measure conscious and unconscious drivers of executives and board members, you get answers to the following questions

- What are the most important motivational drivers in life? What is their intensity compared amongst each other? How do they compare with my peer group?
- What type of cognitive thinker am I: analytical, holistic, controlling, intuitive?
- With what parts of my brain do I pursue my motivations and what type of strengths do come out of it?
- What unconscious drivers influence my thinking, my behavior and my feelings?
- What is the tension between my conscious motivations and drivers and my unconscious ones? What do I learn from that?
- Is there unknown and unleashed potential within myself that I can further explore?
- With what level of self-identification do I pursue my unconscious motivations?
- What are my self-management capacities? Are there unknown capacities or blockages?
- Where are my undiscovered resources?
- Do I run a risk of a burn-out or a bore-out?



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PRICING

1.650 euro, excl VAT

2.350 euro, excl VAT with coaching session

Also check our other price formulas:

► EMF

This module is a mandatory part of the Executive Master in Finance program. The program contains 15 modules and prepares participants to take a leading finance function in their company.

- in 1 period (15 months): € 16.000

- spread over a period of 3 years:
€ 18.000

► Five Module package

7500 euro / 5x2 modules of your choice

► Incompany

This training personalized as part of your in company: good idea! Call us .

VENUE

**Solvay Brussels School
Franklin Rooseveltlaan 42
1050 Brussels**

The Solvay building is located in the green heart of Brussels, on the edge of the beautiful Ter Kameren forest and a 15-minute walk (or 5 minutes by public transport) from the bustling center of Brussels.

If desired, there are numerous accommodation options (hotels and (air) bnb) in the neighborhood and in the center of the city.

Need help?

Do not hesitate to contact us.