Growing Senior Leaders: Leading Organizations

Leaders have an urgent need to expand their skills as their roles scale. Leadership roles in multi-layer organizations and across functions challenge leaders to develop a broader mindset to empower and lead rather than manage.

Leaders need to practice the skills to think strategically, communicate effectively, and lead through others as they prepare for broader roles. They need financial acumen and the ability to identify and manage risks and trade-offs. They need practice balancing the long and short term, the analytical vs. the interpersonal, as well as a variety of stakeholder needs. The need to learn how to engage and motivate employees throughout the organization.
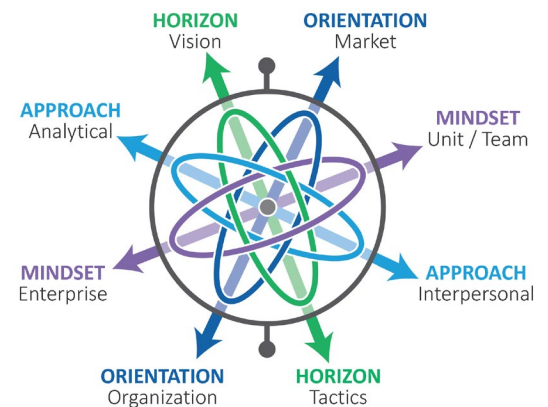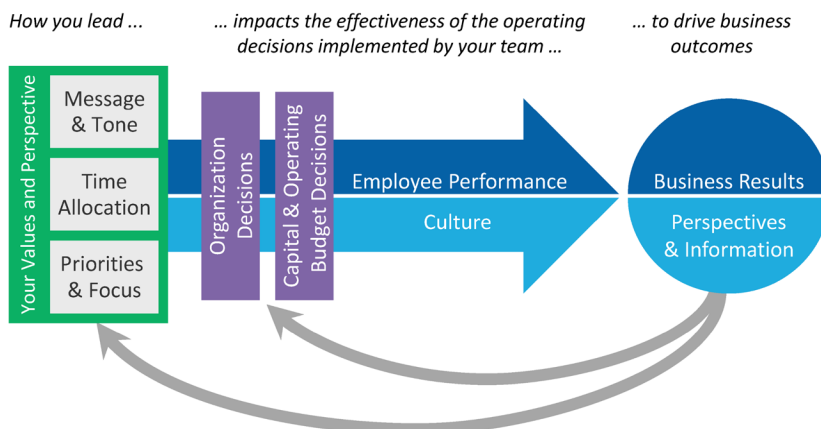
The Learning Experience

Leadership insights, best practices, and proven tools are taught through a group-based simulation experience. The program includes time for reflection, feedback, and application. In addition, participants share feedback and challenges with peers to build skills and expand their networks across the organization.

Participants learn...

▶ A balanced leadership mindset for driving results: developing and leveraging both business acumen ("hard") and interpersonal ("soft") skills
▶ Systems thinking to project consequences of actions and decisions
▶ Financial acumen to read financial reports for meaningful analysis and action
▶ Strategic communication approaches to inform, inspire, and create trust with employees
▶ Approaches to scaling themselves as a leader to enable their employees to grow
▶ The impact of leadership over time—telescoped through the business simulation
▶ A shared vocabulary about leadership through participation in the program and engaging with peers

Featured Content

This program can be customized to teach a range of business models and leadership skills, including business strategy, innovation, and enterprise leadership. The core program reinforces The Business Cycle of Leadership, which helps leaders see the link between their leadership and business results. The program is also effective at helping leaders deepen their skills in strategic communication and expanding their balanced leadership.

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Leading Organizations Business Simulation

Working in teams, participants take on the role of a General Manager of a software and service-based business unit of a larger enterprise. The business unit is facing growth, operating model challenges, and shifts in customer needs. The simulation incorporates a range of employees and stakeholders to highlight the interpersonal dynamics of leading.
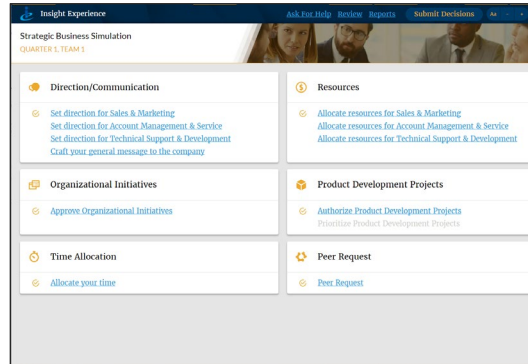
The simulation rewards teams who think strategically and can balance effective decision making with strong communication and interaction skills to lead their organizations. The simulation experience offers the opportunity to practice and reinforce skills and concepts, as well as learn from peers through dialogue and feedback.

Over the course of several quarters of operation, participant teams:

▶ Set and communicate strategic direction
▶ Manage a team of direct reports with conflicting management styles
▶ Make decisions regarding staffing levels, investments, how to spend their time
▶ See their business results and consider the impact of their leadership over time

The simulation is overlaid with urgent, complex business issues that trigger decision making under pressure, as well as live roleplays with simulation characters. These issues are easily customized to client challenges or specific learning points.

Sample Program Agenda

Leading Organizations is a flexible program that can be scaled from 1-3+ days in length. A typical agenda includes three rounds of simulation decision making, comparative debriefs and learning discussions, and multiple pause points for reflection and application.

Target Audience
Leaders who manage other managers (or will soon) or are being considered for cross-functional, multi-layer roles.

Desired Outcomes
This program builds skills to:
- Lead beyond line of sight
- Develop people
- Lead through others
- Think strategically
- Anticipate needs
- Communicate effectively
- Be agile in response to changing market conditions

Logistics
- 1–4 days
- 12–36 participants per grouping. Programs can include multiple groupings to be conducted at scale.

Day One: Leading Strategically	Day Two: Driving Results	Day Three: Leading in the face of Ambiguity and Change
	Balanced Leadership	**Round 3 Decision Making and Interactions**
	Round 1 Learning Discussion	Team Reflection
	Team Reflection	
	Strategic Thinking and Translation	
Lunch	Lunch	Lunch
Introduction and Simulation Challenge Overview	**Round 2 Decision Making and Interactions**	**Final Simulation Learning Discussion**
Align on Strategic Direction	Round 2 Learning Discussion	Small Group Learning Reflection
Round 1 Decision Making	End of Day Reflection	
End of Day Reflection		

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