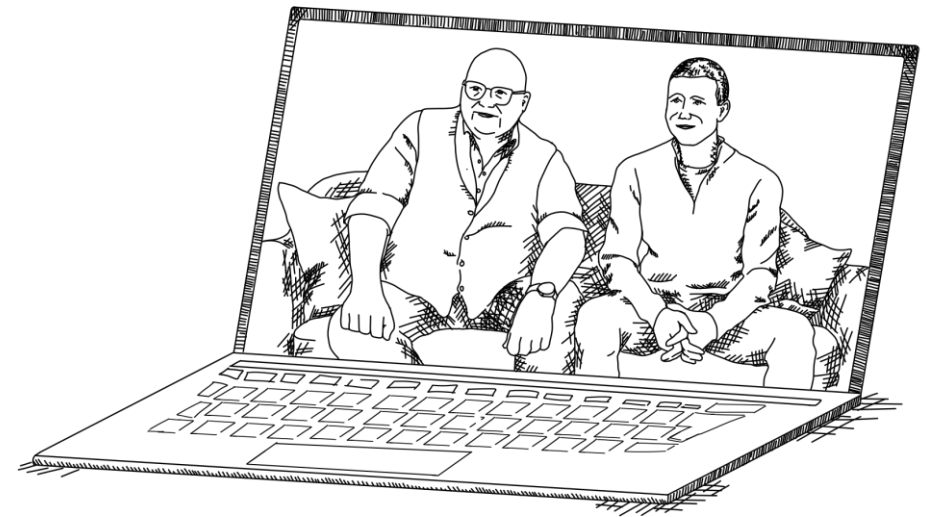# FUTURE LEADERSHIP Training
The intrinsify Academy

PROGRAM

The Sessions in Detail

BEGINNER SESSIONS

CONTENT OVERVIEW

- B1: How to invite the market into your company
- B2: Dual value creation
- B3: Building teams
- B4: Operating effectively in teams
- B5: Nurture responsibility
- B6: Keep your company in shape
- B7: Conceptions of human nature
- B8: Systems theory in a nutshell

BEGINNER SESSIONS

B 1

HOW TO INVITE THE MARKET INTO YOUR COMPANY

In this first of eight Beginner Sessions, we introduce you to the first of seven Future Leadership Principles. Many companies lose much of their market surface area by applying countless management practices. This makes them blind to important developments that are crucial for their competitiveness. Often this tendency is countered by initiatives for more customer orientation, which usually further exacerbates the problem.

In this session, you'll use examples of your own work to find out how you can avoid actives that only appear as if they were real value creation on the surface, but are, in fact, pure waste.

B 2

DUAL VALUE CREATION

In this Beginner Session, we will give you concrete examples of how you can distinguish between the two types of value creation. This will serve as a guide when you are dealing with real-world problems. By distinguishing between blue and red components of a problem, the underlying structure of a problem becomes apparent, which supports you in deriving an appropriate solution approach.

BEGINNER SESSIONS

B 3

BUILDING TEAMS

If a soccer team were organised like most companies, it would no longer be a team, but a loose association of silos strung together. In soccer, team play is a triviality. In business, it is constantly demanded, but rarely achieved. Team building events, rub salt into the wound as they don't actually build teams.

This session will cover the second of the seven Future Leadership Principles and teach you about how true teams emerge and what that means for organisational design.

B 4

OPERATING EFFECTIVELY IN TEAMS

The third and fourth of the seven Future Leadership Principles address the universal phenomenon that, when it comes to operational matters, employees are usually able to make better decisions than their managers. In this session, we will look at what this means for work within the team and in the company as a whole.

B 5

NURTURE RESPONSIBILITY

Employees do not achieve their full potential when we overwhelm them with rules. If the response to every discussion, instance of discontent or non-conformity is a new rule, the company's capacity to learn will be systematically destroyed. And the potential of your employees will be lost to your organisation along with it. The antidote to this lies in the fifth Future Leadership Principle. In this session we will look at ways of applying it in practice.

Why do employees not make informed decisions? Because they don't have the information to do so. Of course, it's not quite that straightforward.

But if you withhold information from employees because you are worried that they wouldn't know what to do with it, for example, you are shooting yourself in the foot.

The sixth Future Leadership Principle is hygiene-related but extremely important, and a Principle that we see applied in successful companies again and again: Democratise your knowledge. Using concrete examples, we will show you how that can be achieved.

BEGINNER SESSIONS

B 6

KEEP YOUR COMPANY IN SHAPE

Plans go wrong because reality simply doesn't work to plan. The seventh Principle is a good alternative to desperate attempts to control the future instead of preparing for the uncertainty it will bring. In this session, we talk about how high-performance organisations manage without budget planning and annual objectives, as well as the difference between mistakes and misjudgements.

B 7

CONCEPTIONS OF HUMAN NATURE

"That won't work with my people" is perhaps the most commonly heard argument against Future Leadership. But it isn't really an argument – it's a kind of optical illusion. In this session we will introduce Douglas McGregor's model of conceptions of human nature and some key theories of motivation, and discuss the implications for leadership and change.

B 8

SYSTEMS THEORY IN A NUTSHELL

In this session we will dip a toe into systems theory. We will draw out key insights and present a simple yet smart approach you can use in future to examine the rationality of any future change project.

INTERMEDIATE SESSIONS

CONTENT OVERVIEW

▌ I 1: How you can outsmart company culture with guarded projects

▌ I 2: Organisational spring cleaning: More time for real work

▌ I 3: How real projects succeed

▌ I 4: The real meaning of guidance

▌ I 5: How self-organising teams make decisions

▌ I 6: The system-theoretical change approach

▌ I 7: The five principles of strategy development

▌ I 8: Putting outsourcing to the test

INTERMEDIATE SESSIONS

| 1

HOW YOU CAN OUTSMART COMPANY CULTURE WITH GUARDED PROJECTS

If you want to test out the hypothesis on part of your value creation activities that a better organisation – one that produces less busywork and more real work – might be possible, an organisational experiment is called for. We call these experiments "guarded projects".

You can get a lot wrong when implementing these projects. A number of conditions must be in place if they are to succeed. This session looks at what those conditions are.

| 2

ORGANISATIONAL SPRING CLEANING: MORE TIME FOR REAL WORK

Almost any company will have all sorts of rituals and practices that might once have made sense, but nowadays – and given the dynamic nature of markets – tend to stand in the way of successful value creation. You will now learn a simple technique for pinpointing these kinds of dysfunctional practices and severing ties with them.

INTERMEDIATE SESSIONS

I 3

HOW REAL PROJECTS SUCCEED

In this session, we will look in more depth at the second Future Leadership Principle. We argue that many projects are not real projects. Many teams are not real teams. However, real projects and real teams are both essential for dealing with high-dynamic situations. In this session, we will look at how to increase the likelihood of real projects and teams emerging, how to connect them constructively to the line organisation, and practical ways to try out this approach in an organisation.

I 4

THE REAL MEANING OF GUIDANCE

Control isn't a bad thing, and self-organisation doesn't always achieve the desired success. In this session, you'll start off by learning the difference between control and guidance in depth and the role that power has to play. We'll look at practical examples along the way so as to uncover the many nuances that play a role, and introduce you to a useful organisational tool.

I 5

HOW SELF-ORGANISING TEAMS MAKE DECISIONS

Who should make the decisions? The boss, of course. But something that goes without saying in Tayloristic structures suddenly needs to be rethought when it comes to self-organising teams without a boss. In this session, you will learn about the different types of decision-making processes with practical relevance and their advantages and disadvantages. Then we will run through a few processes and apply them retrospectively to situations that participants have experienced.

INTERMEDIATE SESSIONS

16

THE SYSTEM-THEORETICAL CHANGE APPROACH

In this session, we will compare the classic change approach with the modern understanding of organisational development inspired by systems theory. In the process, we will look at exactly which change approaches fail for which reasons, and which levers we need to use in day-to-day life. We will expand upon our understanding of organisational culture and explain why this is not directly modifiable.

Among other things, we will draw upon the distinction between decidable and undecidable decision premises.

17

THE FIVE PRINCIPLES OF STRATEGY DEVELOPMENT

Strategy is a bit of an enigma. In business, you'd struggle to find two people who mean the same thing by the term. Here, we provide you with an understanding of strategy that seems to be vital if a company is to be successful in complex markets. In this session, we will introduce you to 5 key factors for a good strategy and reflect upon them by looking at real-life examples.

INTERMEDIATE SESSIONS

| 8

PUTTING OUTSOURCING TO THE TEST

In a highly dynamic context, the significance of outsourcing goes beyond merely reducing costs. In this session, we provide a distinction between surface and core competency for decision-making. This distinction allows you to make better make-or-buy decisions. You'll find out how you can harness the intelligence of your organisation's supplier market and increase your competitiveness.

ADVANCED SESSIONS

CONTENT OVERVIEW

- A 1: Are employees replaceable or not?

- A 2: Putting leadership virtues to the test

- A 3: Looking behind the scenes of the system

- A 4: Change without make-believe

- A 5: Future Leadership under cross-examination

- A 6: Typical cultural patterns

- A 7: Culture observation - Chained interviews

- A 8: Conflict: A seductive poison

ADVANCED SESSIONS

A 1

ARE EMPLOYEES REPLACEABLE OR NOT?

This is a question that gets asked over and over, and the answer is invariably, "It depends". To get to the bottom of it, we have to dive deeper into systems theory and look at examples of modern organisational design that translate well into practice. Depending on the content, you might have to set up an organisation so that it is either independent of or dependent on individual employees. A simple four-quadrant matrix can help you find your way through this morass.

A 2

PUTTING LEADERSHIP VIRTUES TO THE TEST

The demands on leaders today read like the job description for a superhero. Authentic, purposeful, charismatic, far-sighted, visionary, selfless, and so on. We contend firstly that these demands cannot be met, and, secondly, that they encourage under-performance. In this session we will work out why this is and reveal how to avoid this common fallacy.

ADVANCED SESSIONS

A 3

LOOKING BEHIND THE SCENES OF THE SYSTEM

In many companies the goings-on behind the scenes actually have a greater impact on day-to-day work than any formal processes could ever achieve. Employees who are keen on change but don't know how to chart their way with this unfamiliar map are at the mercy of the organisation's immune system. These games, which are played out under the radar, often originate from the environment of the company.

In order to get to the bottom of this phenomenon, we will delve into another key aspect of Luhmann's systems theory and reflect on it using a number of practical examples.

A 4

CHANGE WITHOUT MAKE-BELIEVE

In order for change to succeed, it must be able to integrate into the existing culture in some way. Otherwise, the organisation will just be play-acting at change, while actually cunningly waiting out the initiative. We'll set out what this means in practice by looking at a number of practical examples.

ADVANCED SESSIONS

A 5

FUTURE LEADERSHIP UNDER CROSS-EXAMINATION

Methods and best practice are a waste of time in dynamic situations. Value development programmes damage companies. Looking through the lens of Future Leadership leads to these and similar statements. But what's behind such bold assertions? You tell us. In this session you'll "defend" the essential theories of Future Leadership and hone another important skill in the process: the ability to convince your colleagues.

A 6

TYPICAL CULTURAL PATTERNS

In this session, we set out a few prototypical cultural patterns and the structural causes of them, based on companies that we've actually analysed. This should make you better at spotting potential sources of problems in your own company. Examples include failing to make decisions, or making them too late. Within a company, there's a drive for cultural synchronisation. An organisation can become paralysed if it places too much value on participation and tries to please everyone all the time.

A 7

CULTURE OBSERVATION - CHAINED INTERVIEWS

Before we make any kind of intervention, we need a diagnosis. This session looks at how we can observe the unique cultural and structural features of a company closely enough to enable us to draw key conclusions for the development of the organisation.

A 8

CONFLICT: A SEDUCTIVE POISON

Managers and consultants usually view conflicts between employees as something they need to resolve. Because this can cause even more trouble, and because conflicts per se are no bad thing, in this session we take an in-depth look at conflict. After completing the session, you will know how to handle conflict in the future.

X SESSIONS

CONTENT OVERVIEW

▮ X 1: Introduction and learning tips

▮ X 2: A new type of value creation sees the light of day

▮ X 3: Why is Future Leadership needed?

▮ X 4: Introduction into system theory – 1/2

▮ X 5: Introduction into system theory – 2/2

▮ X 6: Conclusion

X SESSIONS

X 1

INTRODUCTION AND LEARNING TIPS

In this session we will give you tips on how to work through the program effectively.

X 2

A NEW TYPE OF VALUE CREATION SEES THE LIGHT OF DAY

Routine work used to dominate businesses. Today, that's no longer the case. The new domain is usually called "knowledge work". But that fails to recognize precisely what makes it so special. What distinguishes value creation WITH knowledge from value creation WITHOUT knowledge, what consequences this has for leadership and how theory can help you, is what this session is about.

X 3

WHY IS FUTURE LEADERSHIP NEEDED?

The need for Future Leadership stems from a dramatic increase in market dynamics over the past few decades. In this session we explain why, how and when exactly traditional management practices are reaching their limits and what this means for leading organisations both on a macro and at the team level.

X SESSIONS

X 4

INTRODUCTION TO SYSTEMS THEORY 1/2

In this session, we will introduce you to the complicated and sometimes counter-intuitive discipline of systems theory as straightforwardly as possible, and take you into a world which will open up a whole new perspective on change. Specifically, you will get to know the theories of organisational sociologist Niklas Luhmann. In the process, you will learn about the three key properties of social systems.

X 5

INTRODUCTION TO SYSTEMS THEORY 2/2

In this session, we will round off our introduction to the theory of social systems and lay the foundations for the many and varied ways that this theory can be applied in practice, which we will examine in the Advanced Sessions. Specifically, we will be looking at the three acts of communication, the mutual dependency between social systems and psychic systems, and associated phenomena encountered in the day-to-day business environment.

X 6

CONCLUSION

In this session, we bid you farewell and look at some possible next steps for you after the Future Leadership Programme.