

NAVIGATING DISRUPTION

AN ADVANCED LEADERSHIP DEVELOPMENT PROGRAM
FOR THOSE IN PUBLIC SECTOR ORGANIZATIONS

AUSTIN, TEXAS 2019: OCTOBER 15-17 / DECEMBER 3-5

Develop the skills and thinking needed to lead
in an increasingly complex world.

If you feel you are currently operating in an increasingly complex and unpredictable environment, you are not alone.

As we're all aware, big changes have been happening in the world.

A perfect, and continuing storm of rapid technological development, generational/ social change, and industry disruption has catapulted all organizations—public, private and not-for-profit—into an incredibly unpredictable environment.

The US Army describes this operating environment as 'VUCA', which stands for:

- Volatile—change occurs on a large scale at a fast pace;
- Uncertain—difficult to predict the future;
- Complex—challenges are complicated by multiple, interdependent and often unknown factors;
- Ambiguous—events can have multiple interpretations with little indication which is true.

Not surprisingly, biennial surveys of global CEO's found that 80% anticipated greater complexity in the future, while fewer than 50% felt they or their organizations were equipped to deal with that complexity. How are organizations to respond? How will you respond?

"Powerful forces are changing the world. The worlds growing interconnectedness; acceleration in scope, scale and economic impact of technology; and the aging global population. The impact of these forces is being felt worldwide. For business leaders, policymakers, and individuals, figuring out how to navigate these skewed times may require some radical rethinking."

McKinsey Global Institute:
Navigating a World of Disruption
World Economic Forum Briefing 2019

What is needed?

Senior managers and executives today are at the heart of adapting to and leading transformational change in an increasingly VUCA landscape. While technical expertise will always be important, businesses require the additional capabilities to continually rethink, reshape and lead organizational functions whilst balancing short-term and long-term strategic perspectives.

The Navigating Disruption program goes beyond traditional leadership skills to build advanced, adaptive and complex thinking skills needed by participants to work collectively to make progress on their most challenging problems.

Benefits – Gain the skills to:

- Lead complex change and establish resilience in periods of uncertainty.
- Grow new perspectives and a greater ability to make progress on complex, adaptive challenges.
- Improve decision-making skills in complexity.
- Grow a learning culture.
- Thrive, not just survive.

Format (program structure designed for busy managers)

The program's multi-dimensional learning approach involves a four-month, iterative cycle of learning, application, and reflection.

The structure for the Navigating Disruption program integrates the following elements to maximize impact in developing adaptive thinking skills.

Pre-work

The assigned readings from the latest leadership literature are selected to both stretch your thinking and prepare you for an accelerated learning journey throughout this program.

Two intensive learning sessions & two e-session check-ins

The two 3-day intensives include presentations and workshops with experienced educators and thought leaders from government and the private sector. Two interim, 90-minute e-session check-ins will enable participants to compare, assess, and further enhance their application experiences.

Organizational application

You will select a 'complex organizational challenge' that you face within your organization that will become the applied – and rigorous – focus of your learning throughout the program.

Reflection

Guided reflection throughout the program will enable you to take a different perspective on your own learning and growth.

Is this program right for you?

Our experience in doing this work internationally has shown that those with a combination of the following attributes are likely to excel in this program

- Those in mid- or higher-level leadership roles who have already acquired and successfully use traditional leadership skills;
- Those who have experienced enough tough challenges to recognize that something more may be needed;
- Those who have a continuous learning mindset – and are open to challenging their own perspectives;
- Those whom the institution needs to be an impactful leader for the future.

"We are entering a decade when the world will be changing so quickly – and the challenges will be so unfamiliar – that few leaders will have a fully tested competence. Most leaders will play most of the time at the edge of their competence, and career well-being will require the resilience to fail gracefully at the edge of their own knowledge."

Bob Johansen

"The New Leadership Literacies: thriving in a future of extreme disruption and distributed everything."



Here's what prior participants say:

"The program met my need for something to stretch me. It is more than a program/course – it is a learning adventure."

"It helped me understand why some things are hard to solve and keep coming back."

"Presenters highly skilled and intelligent – a privilege to have spent the 6 days with them. Clearly, experts in their fields who have a knack and passion for teaching."

"Better able to accomplish change in a complex world and inspire those around me."

"I now will approach problems and leadership with a new perspective."



FACILITATORS: Learn from highly experienced educators



Barry Bales, PhD, is focused on growing individuals and organizations to more effectively lead in a complex world.

Barry was formerly Assistant Dean for

Professional Development at the Lyndon B. Johnson School of Public Affairs at The University of Texas, where for three decades he helped thousands of leaders, primarily in government, university and non-profit agencies grow their leadership skills. He also served as the director of the "Governor's Executive Development Program" for more than 20 years. Barry has taught, coached, and consulted with clients and organizations throughout Texas, the U.S., and nine foreign countries.

Barry has a PhD in Adult and Human Resource Development Leadership from the University of Texas at Austin. Additionally, he has certifications in MBTI, coaching, emotional intelligence, mediation, and multi-rater feedback assessment.

Barry is a fellow in the Center for Public Policy Dispute Resolution at the University of Texas and is a graduate of the "Art and Practice of Leadership Development" program at Harvard University, Kennedy School of Government.



Andrew Stevens MBA, FGLF, is an engaging international facilitator specializing in the connected realm of leadership and complexity. He is passionate about

the role that management and leadership development play in making organizations, communities and societies more productive, more human and ultimately, more successful. In his role as co-director and co-founder of the Uncharted Leadership Institute, Andrew consults to various entities in Australia and internationally. Prior to this role, Andrew spent seven years working as Director and Assistant Dean of Executive Education at the University of Adelaide.

Andrew completed an MBA at The University of Adelaide in 2005 and is a fellow of the Governors Leadership Foundation Program (GLF). He is also a graduate of the "Art and Practice of Leadership Development" program at Harvard University, Kennedy School of Government.



Diana Renner BA LLB, GradDip, is a director and co-founder of the Uncharted Leadership Institute. Diana has extensive experience designing and facilitating

leadership development programs within Australia and internationally. She was a guest faculty member for 'The Art and Practice of Adaptive Leadership Development' program at Harvard University's Kennedy School of Government in 2013, and a facilitator and coach with Social Leadership Australia between 2010 and 2013. Since 2013, she has been a faculty member for the 'Transformative Leadership Program' for senior government executives run by the University of Adelaide and the Lyndon B. Johnson School of Public Affairs, at the University of Texas.

Diana also designs and delivers executive leadership programs at the Melbourne Business School, University of Adelaide, and the Australian Institute of Police Management. Diana also has significant international facilitation experience.

Diana is the co-author of *Not Knowing: the art of turning uncertainty into opportunity*, with Steven D'Souza, launched at Harvard University in 2014 and translated into ten languages. In 2015 *Not Knowing* was awarded the Chartered Institute of Management Book of the Year award in the U.K. Her follow-up book, *Not Doing: the art of effortless action*, also with D'Souza, was published in March 2018.



PROGRAM LOGISTICS AT A GLANCE

Duration – 3 months

- Online orientation and initial assignments
- Two interactive, on-site 3-day intensives
- Two interim, e-session application check-ins

Designed for

Mid to upper-level leaders in the public sector and universities who recognize the need for advanced leadership growth.

Program Events

- Orientation: one-hour e-session
- 1st intensive workshop – 3 days
- Interim e-session check-ins
- 2nd intensive workshop – 3 days

Dates and Location

October 15-17 and December 3-5, 2019, Austin, Texas.

Please contact **barry.bales@unchartedleadership.com** for more information.

Program tuition: \$4,300

Earlybird offer: \$3,800

Covers all program, coaching and assessment costs for the three-month program. It also covers most meals during the two on-site intensives. Lodging and travel expenses are the responsibility of the participant.

Follow the Link To register: unchartedleadership.com

"Today's organizations were designed to operate well in a world that no longer exists. They are suffering from a severe case of structural lag where their internal time signatures are increasingly out of sync with the external pace of change."

Duke University
'VUCA Vortex' Report 2017

"When we experience the world as too complex, we are not just experiencing the complexity of the world – we are experiencing a mismatch between the world's complexity and our own at this moment. There are only two logical ways to mend this mismatch – reduce the world's complexity or increase our own."

Kegan and Lahey
"Immunity to Change."