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New Leadership Programs Launch 2020

# Leadership is a Journey

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Participant Handout

Petaling Jaya, 10 & 11 March 2020








2

## Harvard Business Review



The image shows the cover of the Harvard Business Review. It features the title "Harvard Business Review" in red and black. Below it, there are three article teasers: "78 The New Analytics of Culture", "60 Competing in the Age of AI", and "102 The Elements of Good Judgment". The main headline is "When Data Creates Competitive Advantage" with a sub-headline "...and when it doesn't" and the page number "94". The cover image depicts a person riding a motorcycle, with two circular charts overlaid on the scene.

- 4 studies
- Alesha Dey et al
- 2018-2019
- Period of 1986-2017
- Sample of nearly 1,500 executives
- Including 503 CEOs

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3



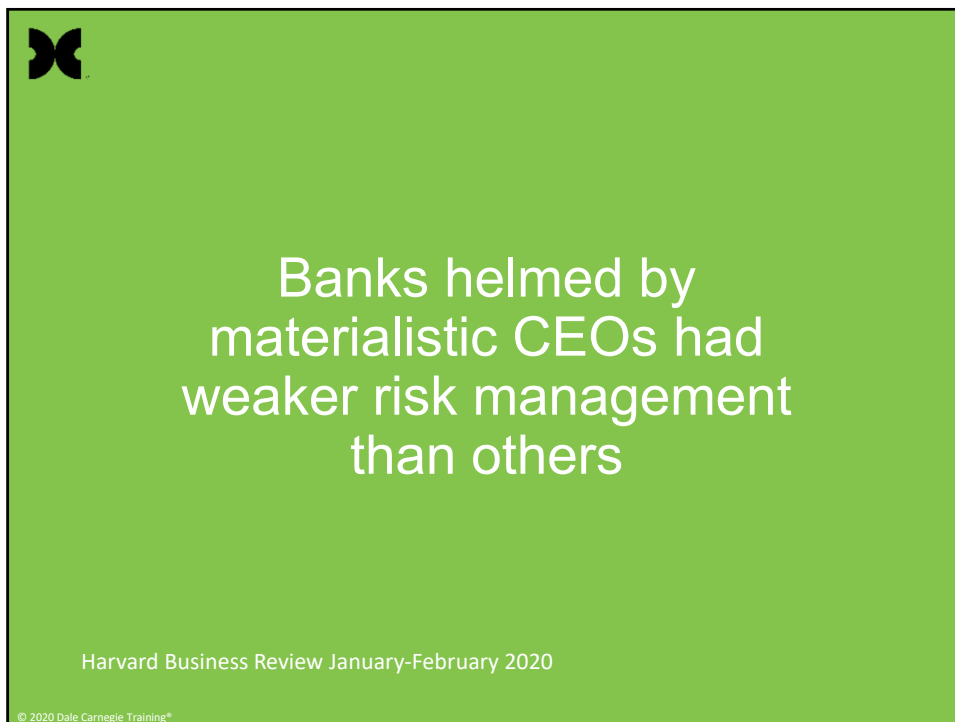



Companies with executives  
with criminal records  
are more profitable

Harvard Business Review January-February 2020

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Banks helmed by  
materialistic CEOs had  
weaker risk management  
than others

Harvard Business Review January-February 2020

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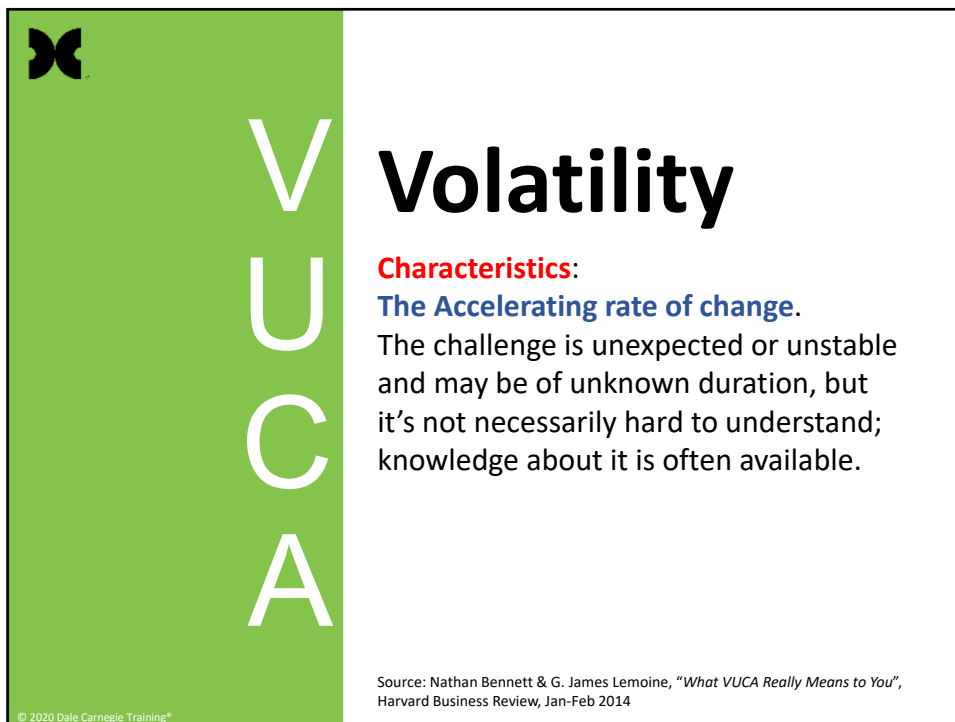
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9




**Uncertainty**

**Characteristics:**  
**The lack of predictability.**  
Despite lack of other information, the event's basic cause and effect are known. Change is possible but not a given.

Source: Nathan Bennett & G. James Lemoine, "What VUCA Really Means to You", Harvard Business Review, Jan-Feb 2014

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**Complexity**

**Characteristics:**  
**The interconnectedness of cause-and-effect forces.**  
The situation has many interconnected parts and variables. Some information is available or can be predicted, but the volume or nature of it can be overwhelming to process.

Source: Nathan Bennett & G. James Lemoine, "What VUCA Really Means to You", Harvard Business Review, Jan-Feb 2014

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11

**V**  
**U**  
**C**  
**A**

**Characteristics:**  
**The strong potential for misreads.**  
Causal relationships are completely unclear. No precedents exist; you face “unknown unknowns.”

**Ambiguity**

Source: Nathan Bennett & G. James Lemoine, “What VUCA Really Means to You”, Harvard Business Review, Jan-Feb 2014

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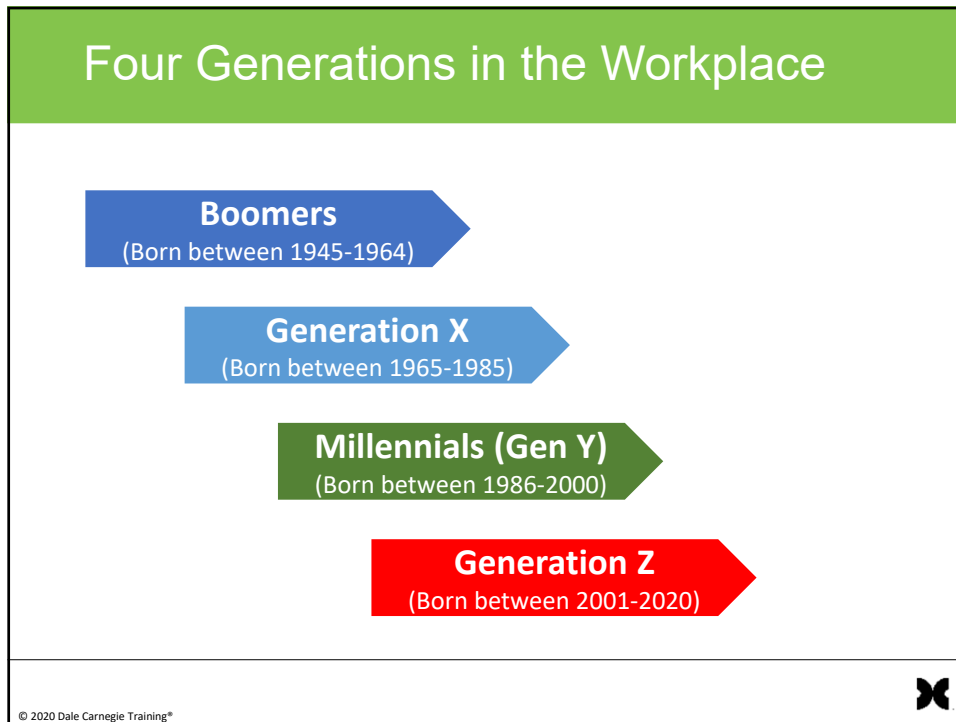
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**Generational  
Divide**

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14

## What Do They Expect

Millennials and GenZ

- See business as a way to improve well-fare
- Want to know “why” of things
- Want sense of purpose in working
- Want fairness in workplace
- Value good cause

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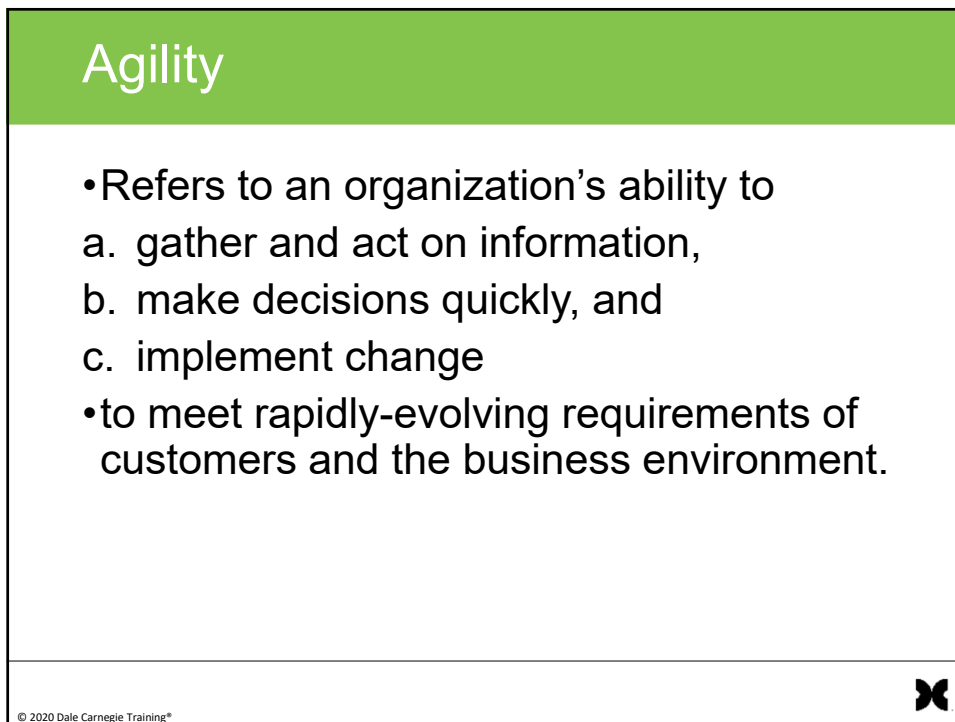




# VUCA demands Agility

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## Agility

- Refers to an organization's ability to
  - a. gather and act on information,
  - b. make decisions quickly, and
  - c. implement change
- to meet rapidly-evolving requirements of customers and the business environment.


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17

## Why is Agility Especially Critical Now?

<p><b>Changing customer requirements</b></p> <ul style="list-style-type: none"><li>• Increasing customer expectations</li><li>• Big data is making new insights available</li></ul>	<p><b>Changing business environment</b></p> <ul style="list-style-type: none"><li>• Market disruptors</li><li>• Changing regulation</li><li>• Investor expectations</li><li>• Competition for talent</li><li>• New technology, AI or other digital transformation</li></ul>
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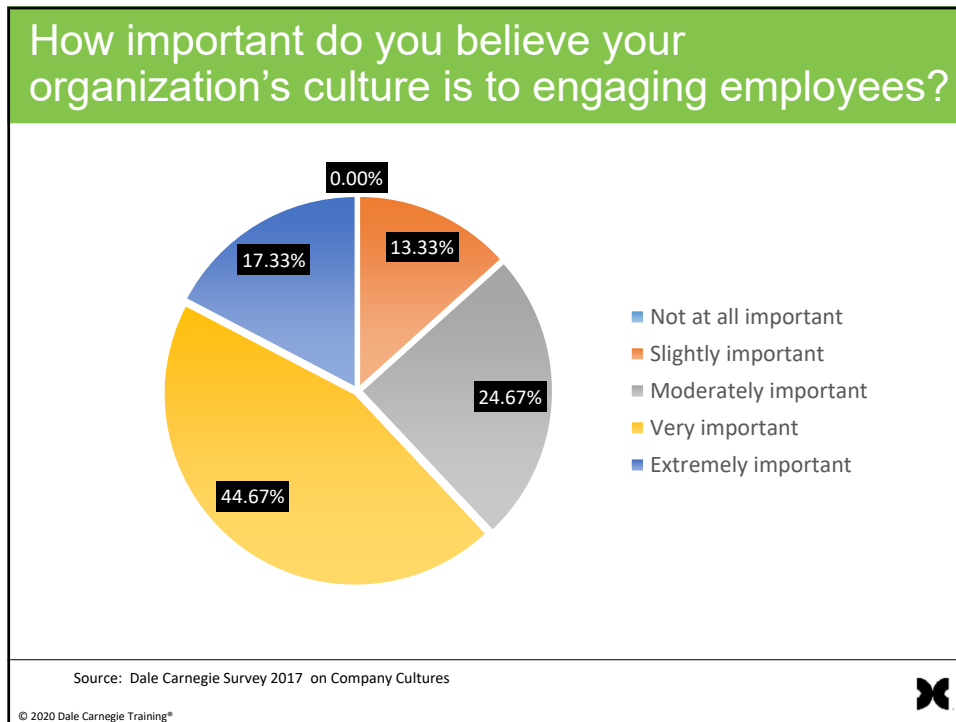
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# To be Agile, Culture is the Key

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19



20

## Research

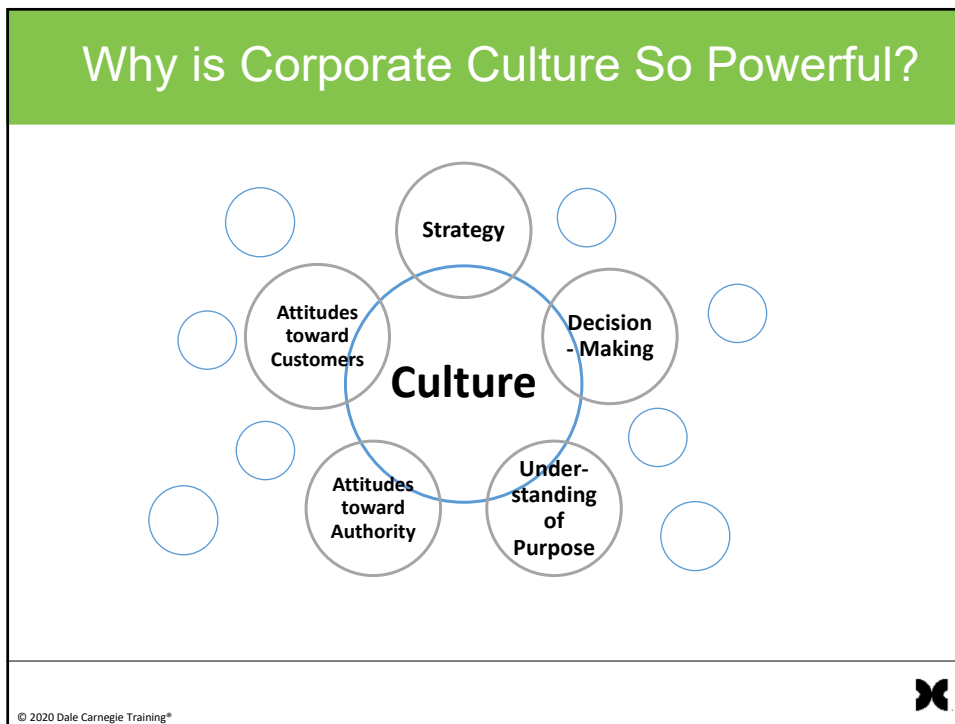
- Miriam Jacobs
- Technische Universität Dresden, 2014
- 458 Lean Six Sigma professionals
- LinkedIn network

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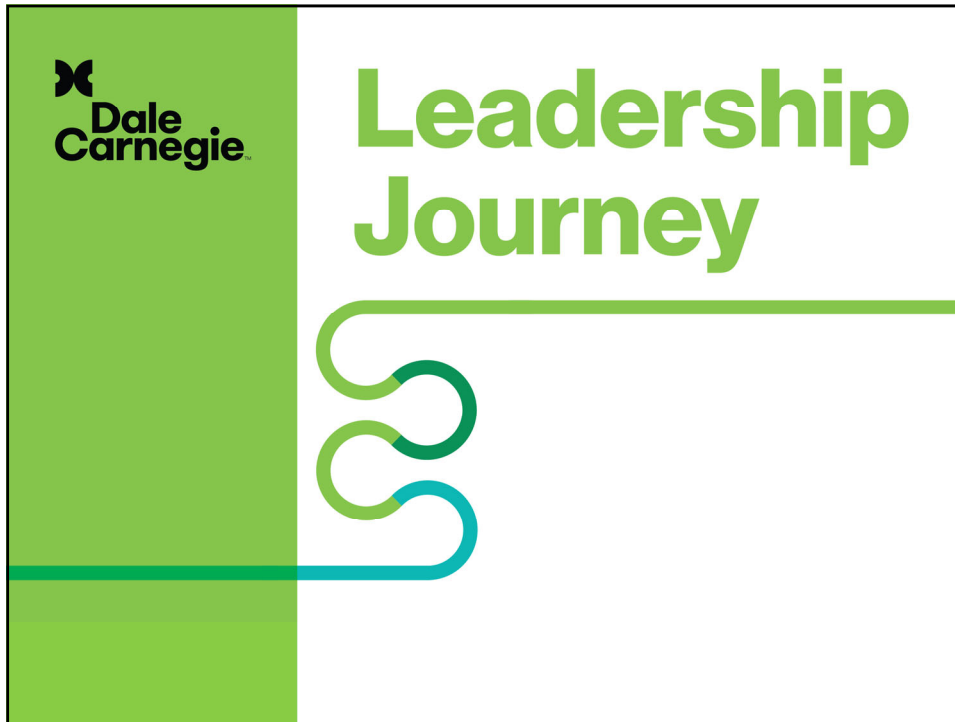
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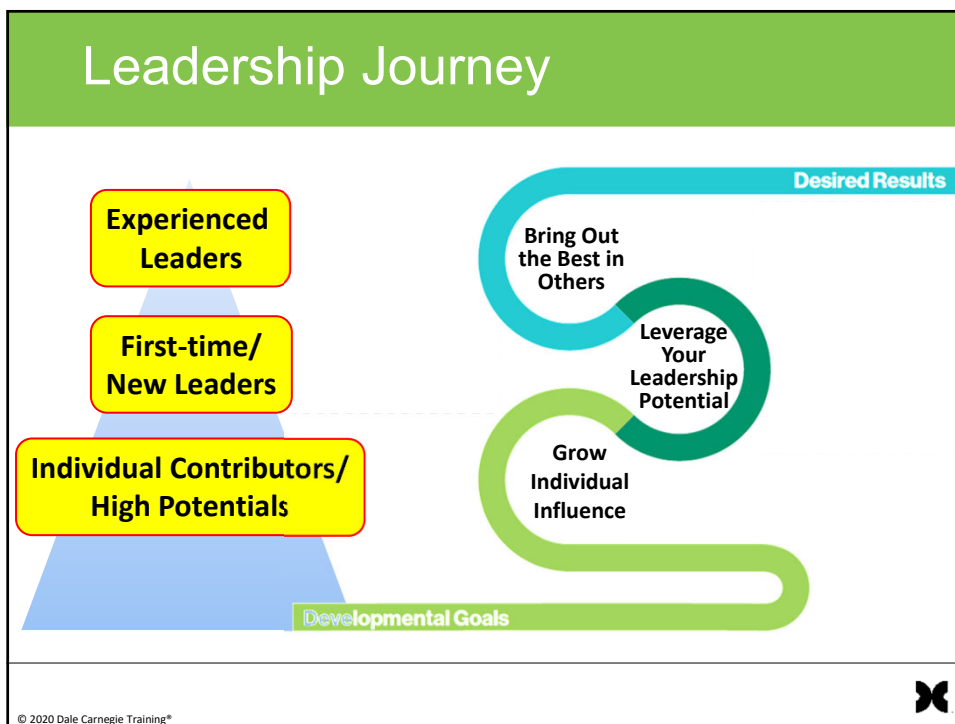
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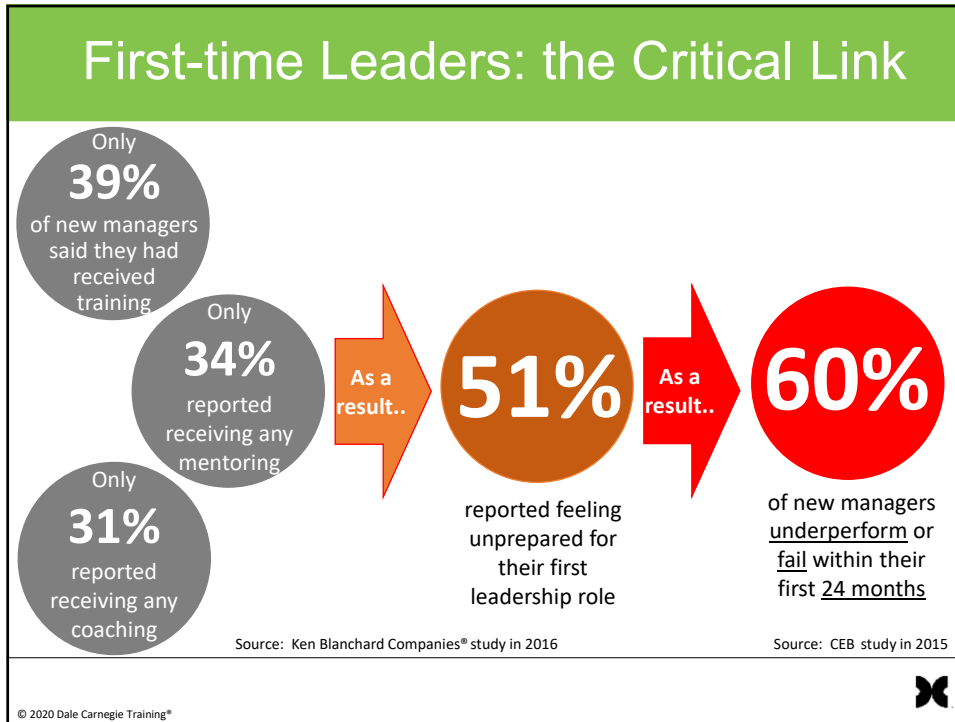


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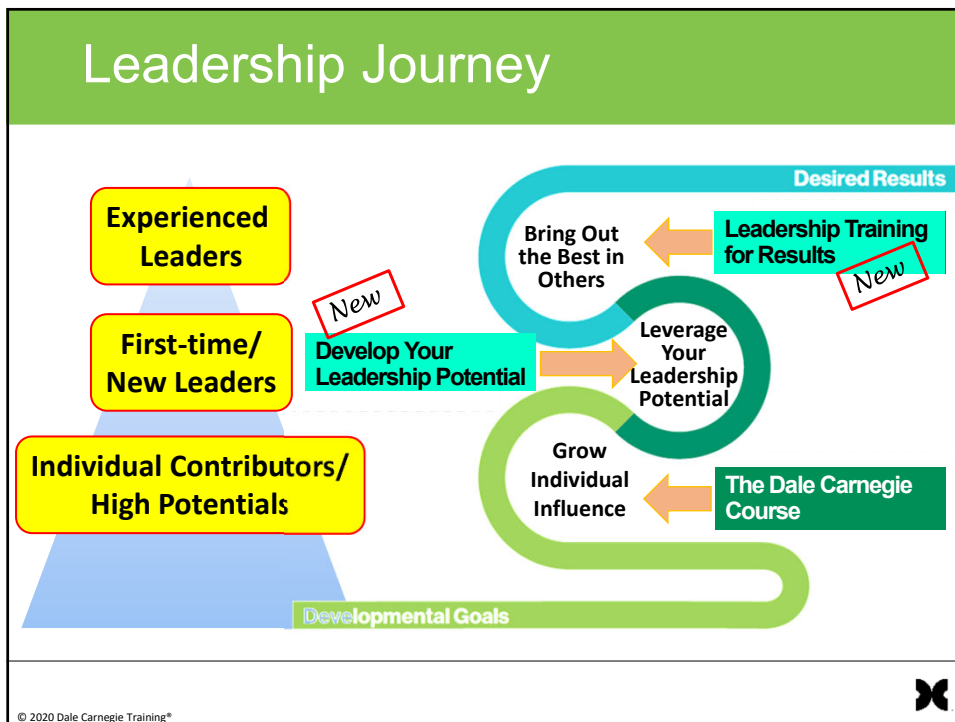


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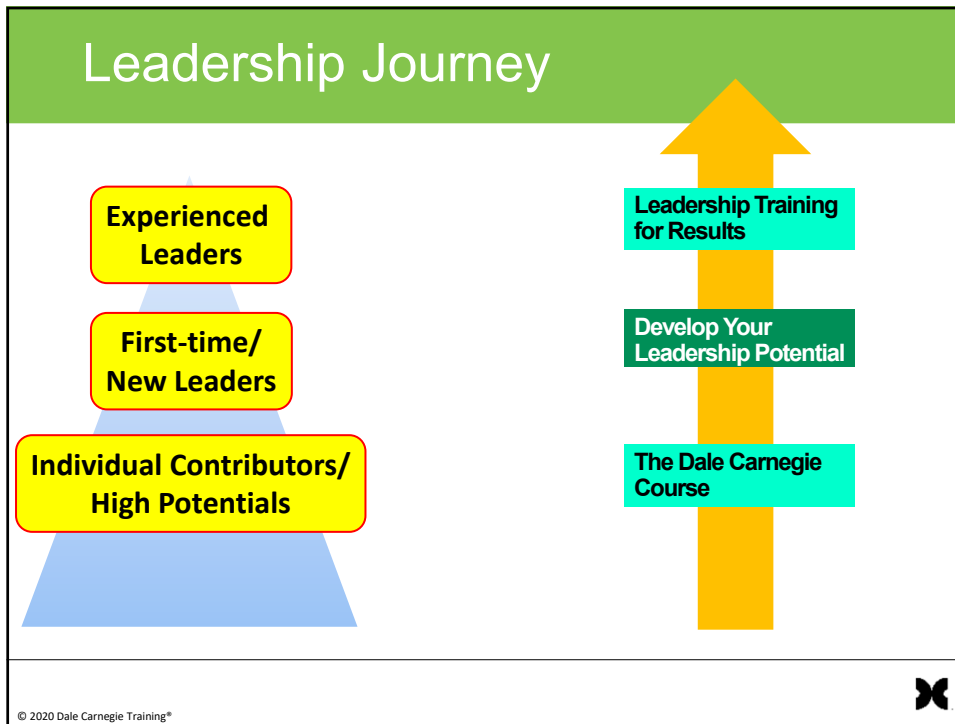
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26



27




28



29





Learning Approach#1

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# Building the Leadership Competencies

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30

## Leadership Competencies

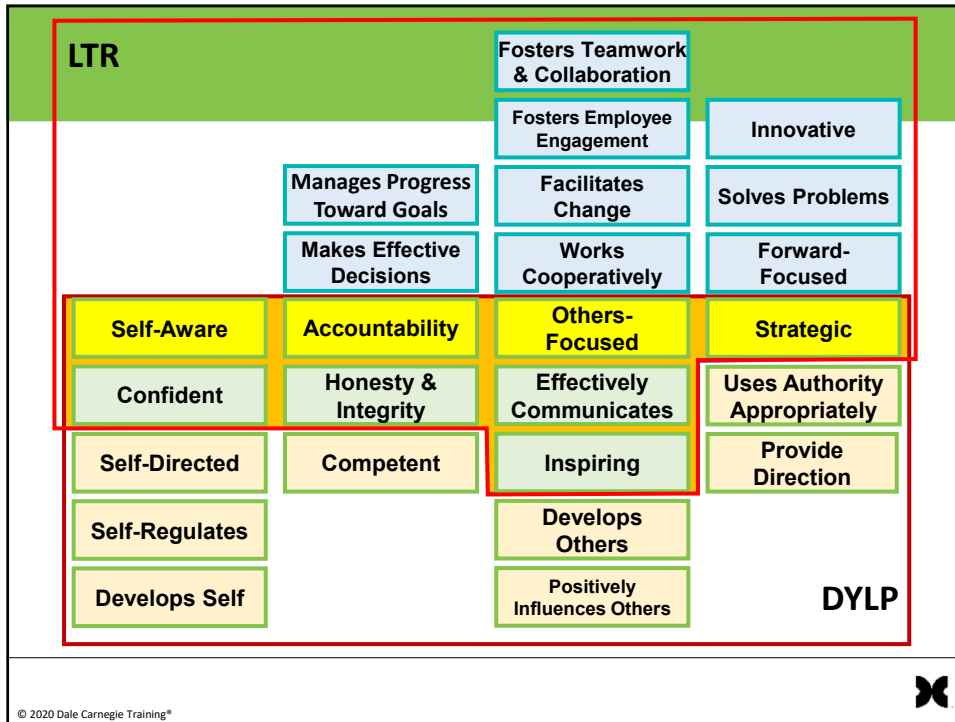
Facilitates Change	Makes Effective Decisions	Forward-Focused	Solves Problems	Manages Progress Toward Goals
Works Cooperatively	Fosters Employee Engagement	Innovative	Fosters Teamwork & Collaboration	Provide Direction
<b>Self-Aware</b>	<b>Accountability</b>	<b>Strategic</b>	<b>Others-Focused</b>	Develops Self
Confident	Honesty & Integrity	Effectively Communicates	Self-Regulates	Develops Others
Competent	Positively Influences Others	Self-Directed	Inspiring	Uses Authority Appropriately

Source: Dale Carnegie Research Institute

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31



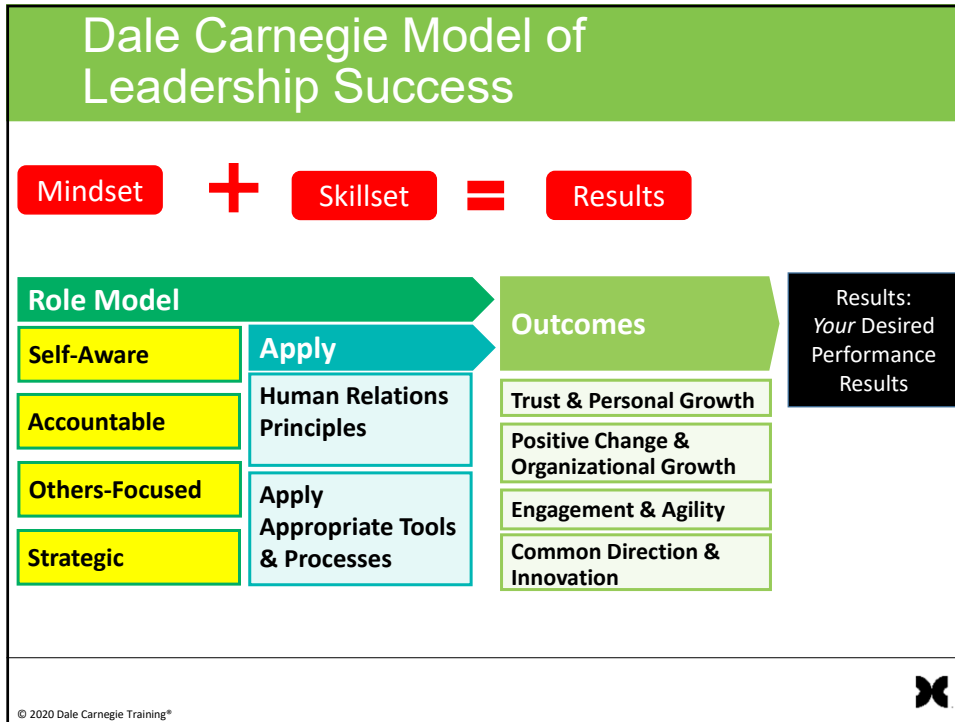
32

Learning Approach#2

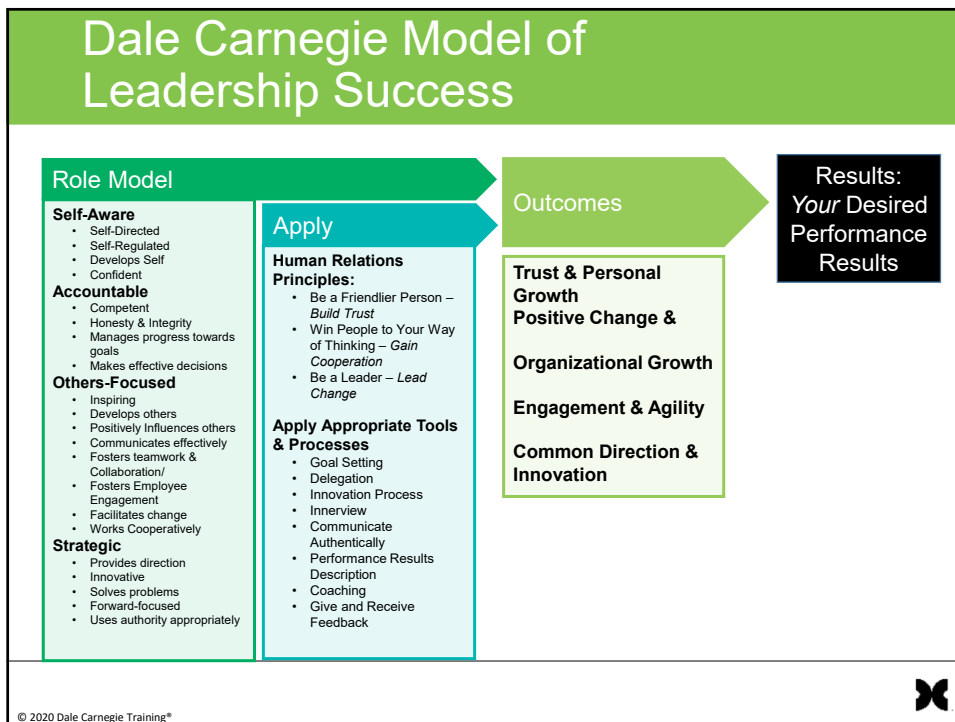
**Dale Carnegie Model of Leadership Success**

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34



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Learning Approach#3

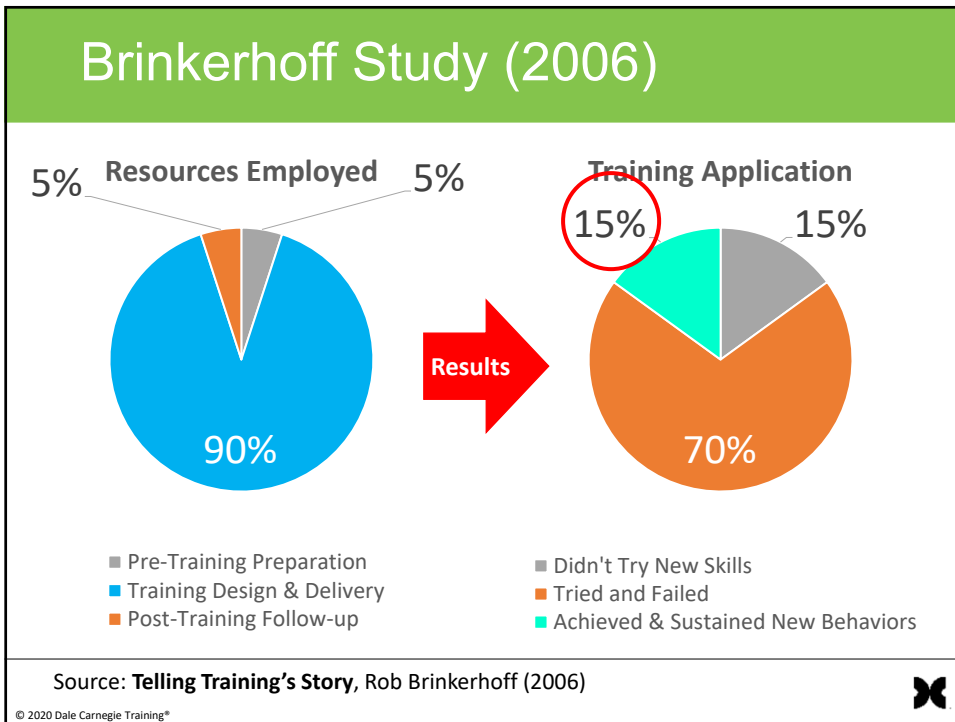
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# Performance Change Pathway™

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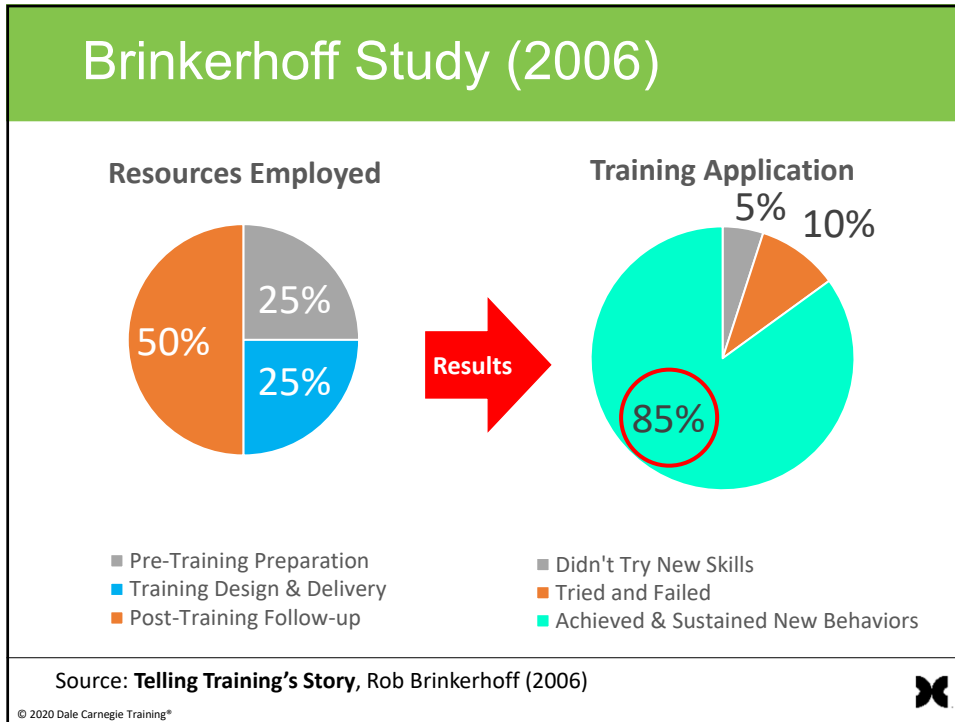
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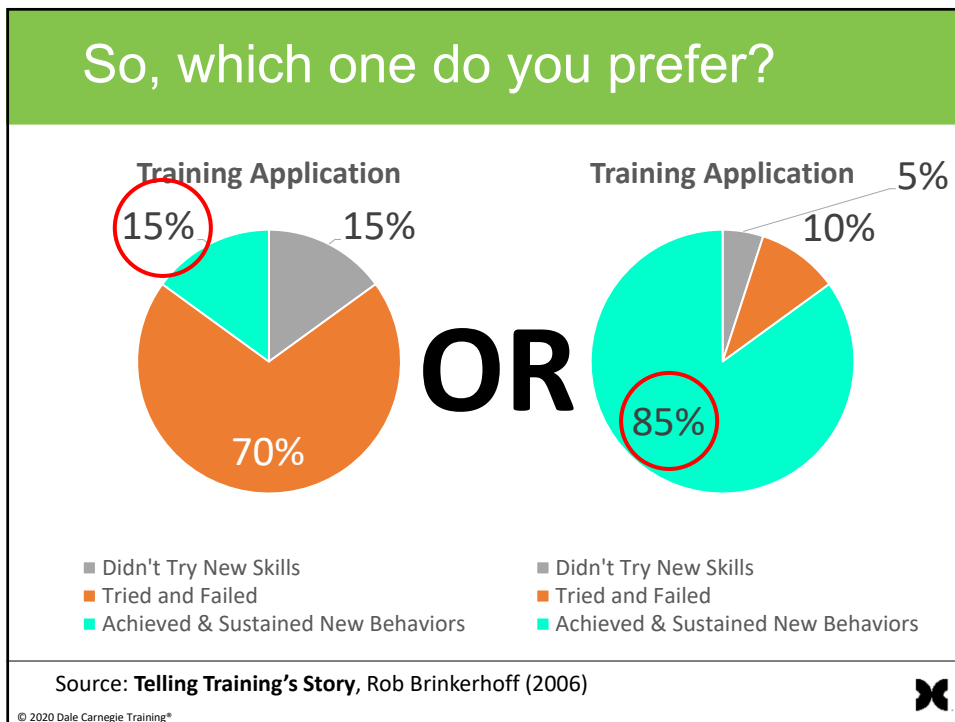


37

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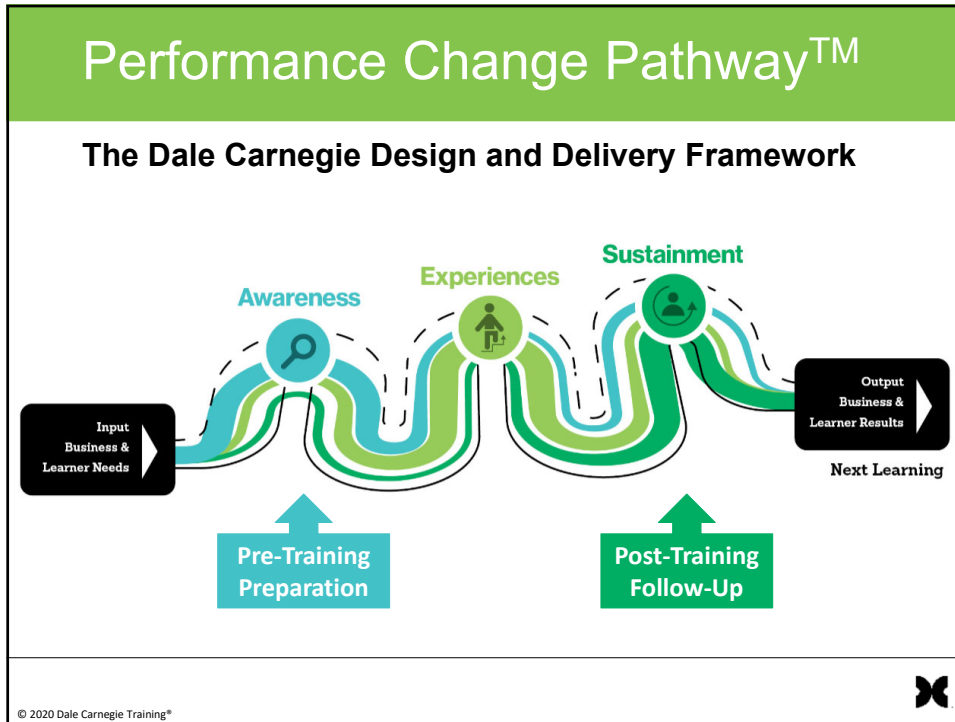


38



39

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Developing Your Leadership Potential

Stop Doing, Start Leading™

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41



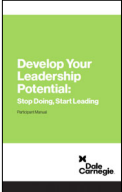
**Develop Your Leadership Potential**

- Focuses on the challenges faced by **new leaders** when **transitioning** from **individual contributors** to **leaders**
- Helps leaders apply the Human Relations principles **to get work done through and with others**
- Theme: **“Stop Doing, Start Leading”**

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42

## DYLP – Program Objectives

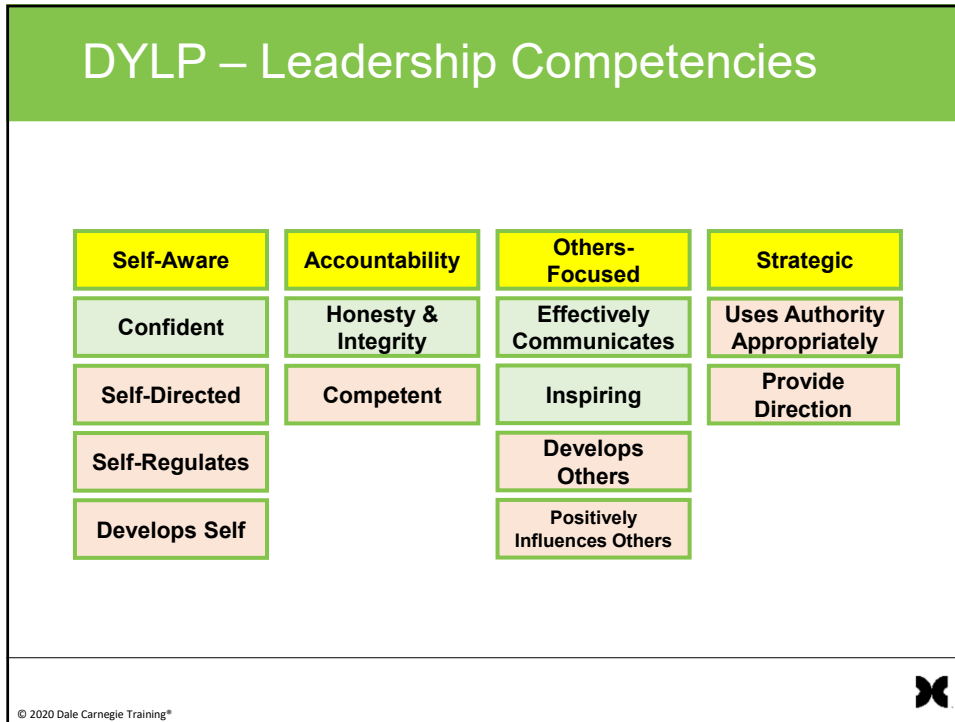


- Convey honesty, integrity, and accountability
- Use authority and influence appropriately
- Increase self-awareness
- Model effective interpersonal communication

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44




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DYLP - Program Overview		
Day One	Day Two	Day Three
Module 1 Characteristics of Leadership Effectiveness	Module 5 Engaging Followers	Module 8 Increasing Self-Awareness
COFFEE BREAK		
Module 2 Leading with Integrity	Module 6 Communicating with Authenticity	Module 9 Inspiring Confidence in Your Leadership
LUNCH BREAK		
Module 3 Leading Others to Accomplish Results	Module 6 Communicating with Authenticity	Module 10 Developing Yourself and Others
COFFEE BREAK		
Module 4 Enhancing Your Leadership Competence	Module 7 Guiding Performance	Module 10 Developing Yourself and Others

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46



Leadership Training  
for Results


Unleash Talent in Others™

**Dale Carnegie®**

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## LTR - Program Objectives



- Inspire, motivate, & develop others
- Promote teamwork, collaboration, and innovation
- Create effective organizational communication
- Guide others through change

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48

## LTR – Leadership Competencies

Self-Aware	Accountability	Others-Focused	Strategic
Confident	Honesty & Integrity	Effectively Communicates	Innovative
	Manages Progress Toward Goals	Inspiring	Solves Problems
	Makes Effective Decisions	Fosters Teamwork & Collaboration	Forward-Focused
		Fosters Employee Engagement	
		Facilitates Change	
		Works Cooperatively	

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49



50

### LTR - Program Overview

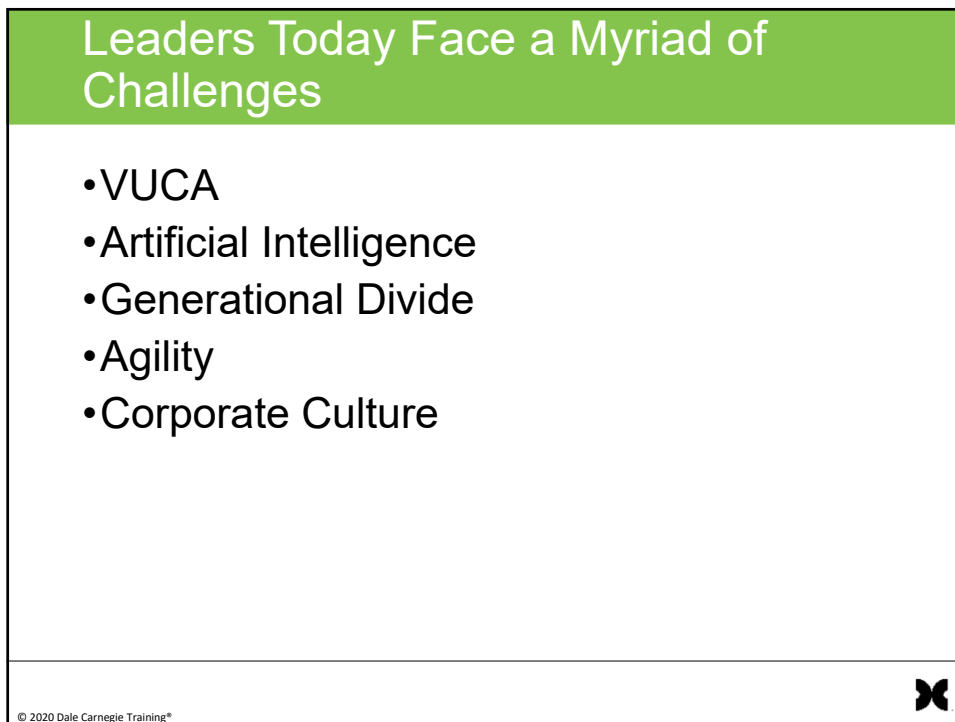
Day One	Day Two	Day Three
Module 1 Building Effective Teams	Module 3 Performance and Results	Module 5 Delegation Process
COFFEE BREAK		
Module 1 Building Effective Teams	Module 3 Performance and Results	Module 6 The People Side of Change
LUNCH BREAK		
Module 2 Innovation	Module 4 People First	Module 7 Acceptance Finding
COFFEE BREAK		
Module 2 Innovation	Module 4 People First	Module 7 Acceptance Finding

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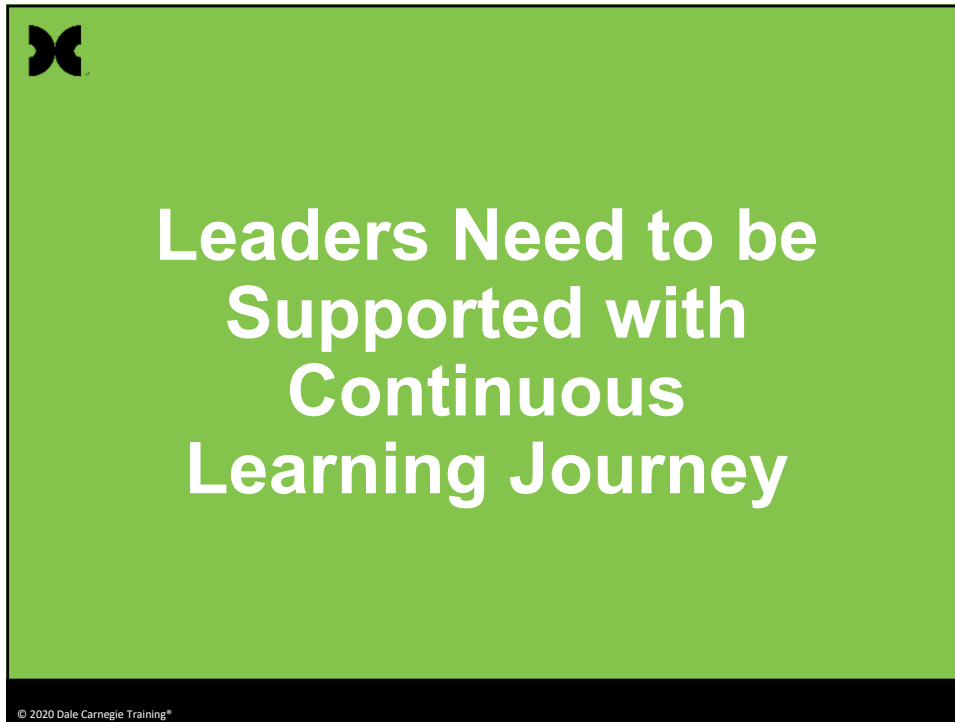
51



52



53

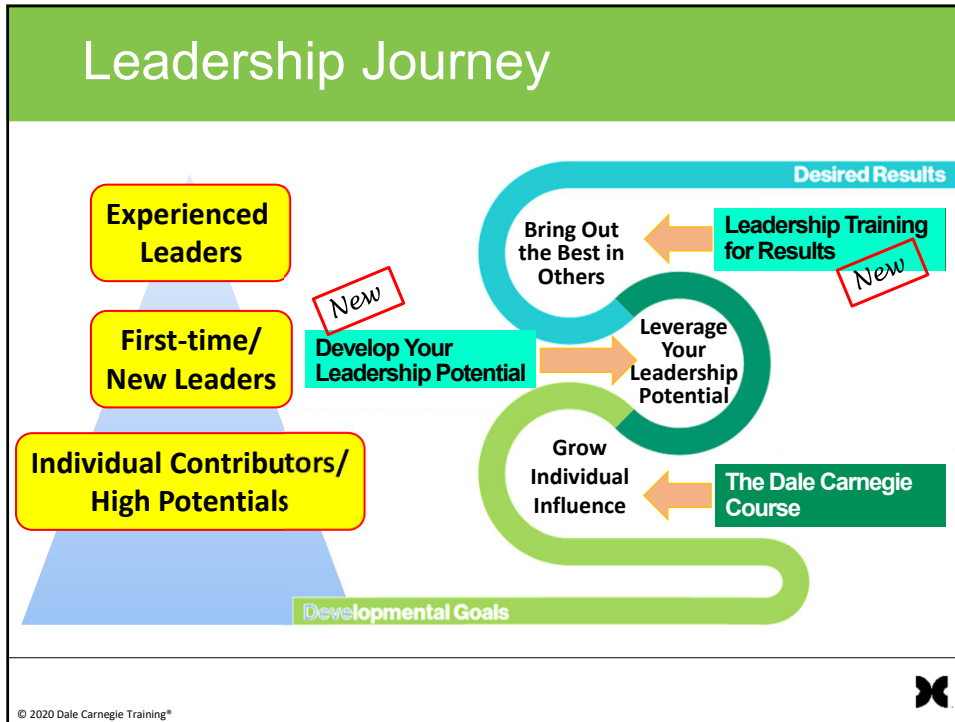


54



55

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56



57