

# FUTURE LEADERS PROGRAMME (FLP)

## 6 X WORKSHOP MODULES

### 1<sup>st</sup> FLP Workshop: Change, Challenge and Choice

#### Introduction:

Purpose and Aims of the Future Leaders Programme Programme (FLP)

- For the individual, for the Organisation, and for the community

Review the programme structure, method and content

- Problem-based, teamworking, action learning, peer assessment, research, individual and team presentations

#### Planning for Change and the Future:

Pre-workshop reading

- Review first impressions of Predictions about the Future in pairs
- Present individual or joint pairs' impressions to the group

Presentation of the FLP Model of Key Trends, Drivers of Change and Organisation Development

- Review first impressions of Priorities for Change. working in pairs
- Present in pairs the Priorities for Change for Individuals, for Institutions, and for Society

#### Introduction to the Knowledge Library

Explain the development of the library by

- Presentation of the structure and content
- Discussion on how it can be used in the FLP
- Hands-on practice in adding content to the library

#### Preparation for the next workshop

Suggested reading:

- The Meaning of the 21<sup>st</sup> Century: James Martin
- Visions: Michio Kaku
- The Law of Accelerating Returns: Ray Kurzweil

Activity: Prepare individual short presentations (approx, 7-8 minutes) on the subject of **priorities for planning and action to prepare for the future; for the individual, for institutions and for society.**

## **2<sup>nd</sup> FLP Workshop: Leadership and Management**

### **Introduction**

Review progress with suggested reading:

- Opinions about the views expressed by the three authors
- Areas of further research required to validate the authors' views

### **Individual Presentations**

- Presentations on the subject of **“Priorities for planning and action to prepare for the future: for the individual, for institutions and for society”**.
- Question and answer session after each presentation
- Feedback and assessment from facilitators and peers
- Review of lessons learned and areas for improvement in future presentations

### **Use of the Knowledge Library for Knowledge Management**

- Review of experience in using the knowledge library in preparing presentations
- Demonstration of how to structure and add new information to the library
- Work in pairs using Google to add to knowledge on their presentation topic
- Enter the additional knowledge into the knowledge library
- Present new entries to the library, for feedback and assessment

### **Introduction to Knowledge Mobilization (KM)**

- Definition of Knowledge Mobilization: Bridging the Knowing – Doing Gap
- Refer to book by A & D Bennet in the Knowledge Library
- Work in pairs to produce an example of KM in action

### **Introduction to Leadership in an increasingly complex and uncertain world**

- Work in pairs to describe own experience of best and worst leaders
- Present individual descriptions of best and worst leaders to the group
- Presentation: “What the Gurus say: Drucker, Welch, Hamel, Day and others”

- Group discussion on change, innovation and leadership

### **Preparation for next workshop**

- **Suggested reading:**
  - The Future of Management: Gary Hamel
  - An Integrative Approach to Leader Development: David Day
  - The Wisdom of Crowds: James Surowiecki
- **Activity:** Prepare team presentations on **Leadership and management development strategy and action needed for a business to succeed in the next 20 years.**

- **3<sup>rd</sup> FLP Workshop: Key Trends**

**Introduction**

- Review progress with suggested reading:
  - Opinions about the views expressed by the authors
  - Areas of further research required to validate the authors' views

**Team presentations**

- Presentations on the subject: **Leadership and management development strategy and action needed for a business to succeed in the next 20 years**
- Questions and answer session after each presentation
- Feedback and assessment from facilitators and peers
- Review of lessons learned, and areas for development in future presentations

**Review research on the need for change in leadership culture and practices**

- Review examples of new approaches to leadership and management to meet the demands of a fast-changing, uncertain and increasingly complex world
- Discuss in pairs how these approaches compare with current practice in institutions, in their departments and teams, and in their personal leadership and management style
- Present in pairs their conclusions and initial proposals for introducing change in leadership and management practices
- Introduction to using peer assessment to support leadership development

**Introduction to Key Trends: Demographics, Knowledge Society and Globalisation**

- Review the information on Key Trends which is in the Knowledge Library
- Work in small groups to identify the most important issues for the institution and its stakeholders, each group focussing on one of the three trends
- Groups prepare short presentations on how the trends will have an impact on AXA business and on their personal working lives
- Groups present their conclusions, followed by Q & A, and feedback from peers.

**Preparation for next workshop**

- **Suggested reading:**
  - The Shift – The future of work is already here: Lynda Gratton
  - Rising longevity and its implications for business: EIU/AXA
- **Activity:** Prepare team presentations on: **The risks, threats and opportunities resulting from the three key trends, and the action which the institution and its stakeholders need to take, now and in the future, to achieve the most positive outcomes over the next 20 years.**

## 4th FLP Workshop: Drivers of Change

### Introduction

- Review progress with suggested reading:
  - Opinions about the views expressed by the authors
  - Areas of further research required to validate the authors' views

### Team presentations

- Presentations on the subject: **The risks, threats and opportunities resulting from the three key trends, and the action which the organisation and its stakeholders need to take, now and in the future, to achieve the most positive outcomes over the next 20 years.**
- Questions and answer session after each presentation
- Feedback and assessment from facilitators and peers
- Review of lessons learned, and areas for improvement in future presentations

### Introduction to the Drivers of Change: Science & Technology, Sustainability, and Politics, Economics & Society

- Review the information on Drivers of Change in the Knowledge Library
- Work in small groups to identify the most important issues for AXA and its stakeholders, each group focussing one of the three main categories
- Groups prepare short presentations on how the drivers of change will have an impact on AXA business and on their personal lives
- Groups present their conclusions, followed by Q & A, and feedback from peers

### Researching and assessing complex evidence of cause and effect

- Present and discuss examples of the complex interaction of trends and drivers of change
- Work in pairs to produce examples of complex and uncertain combinations of forces creating change which may have an important impact on their institutions's business and their working lives, and therefore need further research and assessment.
- Pairs present their examples, followed by Q&A and feedback from peers

### Preparation for next workshop

- **Suggested reading:**
  - 2030: Technology that will Shape the World: Rutger van Santen
  - The Politics of Climate Change: Anthony Giddens

**Activity:** Prepare team presentations on: **The priorities for action by the institution and its staff in order to maximise the opportunities and minimise the risks and threats from the drivers of change over the next 20 years.**

## **5th FLP Workshop: Change Management and Organisation Development**

### **Introduction**

- Review progress with suggested reading:
  - Opinions about the views expressed by the three authors
  - Areas of further research required to validate the authors' views

### **Team presentations**

- Presentations on the subject: **The priorities for action by the institution and its staff in order to maximise the opportunities and minimise the risks and threats from the drivers of change over the next 20 years.**
- Questions and answer session after each presentation
- Feedback and assessment from facilitators and peers
- Review of lessons learned, and areas for improvement in future presentations

### **Introduction to Change Management**

- Review information on Change Management In the Knowledge Library
- Introduce the formula for preparing to implement a change programme
- Work in pairs to produce examples of applying the formula in the institution
- Present examples of applying the formula for preparing to implement change

### **Introduction to Organisation Development in a world of Accelerating Change**

- Review the information on Organisation Development in the Knowledge Library
- Work in small groups to identify the most important areas in which the institution's organisation may have to adapt to forces of change and predictions about the future
- Groups prepare short presentations on the institution's organisation development to meet the challenges of the future
- Groups present their conclusions, followed by Q & A and feedback from peers

### **Preparation for next workshop**

- **Suggested reading:**
  - The 21<sup>st</sup> Century Organisation: Mckinsey (2005)

**Activity:** Prepare team presentations on: **Developing policies, systems and ways of working which will enable the institution to survive and thrive in the future.**

## **6<sup>th</sup> FLP Workshop: Assessment of the Programme and Knowledge Library**

### **Introduction**

- Review progress with suggested reading:
  - Opinions about the views expressed by the three authors
  - Areas of further research required to validate the authors' views

### **Team presentations**

- Presentations on the subject: : **Developing policies, systems and ways of working which will enable the institution to survive and thrive in the future.**
- Questions and answer session after each presentation
- Feedback and assessment from facilitators and peers
- Review of lessons learned, and areas for improvement in future presentations

### **Review and assessment of the Endeavour Programme**

- Individual outcomes vs aims
- Strengths of the programme and areas for further development
- Benefits of the programme for the individuals and for the institution's business

### **Review of the Knowledge Library**

- Usefulness of the library and areas for improvement f
- Possible development of the institution's own Knowledge Library for strategic planning and further implementation of the FLP in the institution.

### **Proposals for action to follow**

- **Who** will do **what** by **when**