

ADAPTIVE LEADERSHIP: DRIVING TRANSFORMATION AND AN ADAPTIVE CULTURE

An Introductory Workshop based on leadership frameworks taught at Harvard Kennedy School and Harvard Business School

Duration: 2-days (Nov 1-2, 2018)

Location: Riverside Majestic Hotel, Kuching, Sarawak, Malaysia

Cost : RM 2,600 per participant (All-inclusive)

This program is claimable under HRDF. Program fee includes teaching fee, program materials and meals (excludes travel and accommodation expenses).

CONTENT OVERVIEW

This program would aim to equip participants with a new set of skills for:

- **ADAPTIVE LEADERSHIP: DRIVING TRANSFORMATION AND AN ADAPTIVE CULTURE**

OBJECTIVES

Adaptive Leadership: Driving Transformation and an Adaptive Culture is a 2-day introductory program of the Adaptive Leadership at Work series. The program aims to introduce participants to a framework of thinking and decision making that would allow them to engage in the complex and challenging tasks encountered in the process of transformation and renewal in their teams, departments, and companies. Participants will develop an Adaptive Leadership toolkit that provides methods of stakeholder mapping, interventions, and strategic communication techniques that help reveal the problem, garner perspectives, gain insights, and help inculcate an adaptive culture. The program also helps participants develop guidelines to approach complex activities by analyzing challenges and dilemmas that have been faced by peers in similar situations around the globe as illustrated in the case studies of Harvard University. The seminar would also serve as a forum of small group discussion by participants in discussing some of the challenges they are facing (or have faced) with the discussion being facilitated by Teaching Fellows from Harvard University.

METHODOLOGY

This leadership program is designed to help senior-level working professionals develop their capacity to exercise adaptive leadership as well as design transformation within a workplace. Using the Adaptive Leadership framework taught at professional graduate schools at Harvard, such as Harvard Business School and Harvard Kennedy School, as well as Design Thinking mindsets and toolkits, taught and practiced at the Stanford Design School – participants will learn to exercise leadership in a way that generates value across different sectors and disciplines; gain critical skills for solving complex organizational problems; think deeply and broadly about their position of influence; and the impact their decisions may have on themselves, their organization, and external stakeholders.

Participants will engage in plenary sessions, interactive workshops, and case discussions with Teaching Fellows from Harvard University and other world-leading institutions. By the end of the program, participants will learn to interpret the dynamics of power and progress, and respond constructively and proactively towards driving transformation and building an adaptive culture.

FACULTY DIRECTOR



Samuel Kim

Harvard Kennedy School of Government, MPA
Visiting Fellow, Kellogg School of Management
Visiting Fellow, Harvard University Asia Center

Samuel is the Co-founder and President of the Center for Asia Leadership. Passionate about nurturing and empowering talents in Asia, he has been actively engaging various stakeholders in developing and running over 42 programs annually in more than 27 countries in Asia to help emerging leaders explore opportunities to be socially responsible in facing the region's complex challenges. Samuel oversees them, along with a team of 36 comprising Faculty and Teaching Fellows from Harvard and Stanford University, and administrators at the main office in Boston, U.S., and the Asian regional hubs in Kuala Lumpur, Seoul, Manila, and Tokyo. He prides himself on accelerating efforts to reach out to all 48 countries in Eurasia by 2022.

Samuel's areas of research and training, among others, include 'Negotiation and Mediation,' 'Persuasion and Influence,' and 'Systems Thinking & Creative Confidence.' To date, some 32,000 burgeoning and established leaders from the government, non-profits, and corporate world in Asia have benefited from these programs.

Prior to establishing the Center, Samuel worked for 14 years in varying sectors from strategy consulting and social entrepreneurship to international development, politics, and government. He served as a Visiting Fellow at the Asia Center at Harvard University and at the Kellogg School of Management in Northwestern University. He holds a Masters of Public Administration from the Harvard Kennedy School of Government and completed his undergraduate studies in law and political science.



TARGET AUDIENCE

40-60 senior level managers

KEY BENEFITS

Through the program, participants will:

- Learn to orchestrate a process of adaptive change and creative problem solving in times of uncertainty
- Engage in a process that allows one to identify personal barriers to change and a method to overcome them
- Gain a toolkit of skills to gain insights, solve problems, and instill a disciplined collaborative ecosystem
- Learn how to manage competing stakeholders and the losses associated with change
- Learn how to use creativity, power, and authority to mobilize teams
- Create the framework of a plan for how to put the concepts learned into action
- Develop strategies for using one's character to building value-add relationships within their organization
- Create a personalized leadership action plan to make them more effective and accountable at work

TEACHING FACULTY

Final selection of Teaching Faculty subject to program and module appropriateness and availability. Teaching Fellows may be subject to change at the Organizer's discretion. Arrangements will be made in the best interest of the program.



Rajan Patel

Stanford Graduate School of Business, MBA
Harvard Kennedy School of Government, MPA
Stanford University, BS

Rajan Patel is an avid inventor who believes we can build things to help others. He co-invented the Embrace incubator, a product of empathy-driven design that has impacted and saved the lives of over 250,000 babies across the developing world and has won numerous awards including The Economist Social Innovation Award, Top Innovation from the World Health Organization (WHO), and the McKinsey Social Innovation Award. Today, Rajan is passionate about empowering other inventors and problem solvers of tomorrow. He trained at Stanford d.school to become an Instructor of design thinking and has organized and led over 20 programs of his own across six countries, while also coaching executives at the Stanford Graduate School of Business. Rajan holds a BS and MBA from Stanford, and an MPA from Harvard.



Umar Shavurov

Harvard Kennedy School of Government, MPA

Umar Shavurov holds a MPA from the Harvard Kennedy School and MA in International Relations and Conflict Resolution from the University of Salvador (Argentina). He also holds Diploma in International Relations from the Kyrgyz State University. He worked extensively over the last decade internationally on public sector reforms in Latin America, West Africa, and Central Asia. During 2017 fall term Umar taught an inaugural course on adaptive leadership at the American University in Central Asia.

PROPOSED SCHEDULE

Time	Day 1	Day 2
08:30	Registration and Sign-in	Registration and Sign-in
09:00	Understanding Leadership: Old & New	Identifying Key Challenges to Making Progress & Getting People to Face Reality
10:20	Break	Break
10:40	Power, Leadership, and Authority, and Why They Matter	Principles of Leadership to Generate Progress
12:00	Lunch	Lunch
13:00	Adaptive & Technical Challenges & Solutions	Making Effective and Timely Interventions
14:20	Break	Break
14:40	Case Study: Shell Oil in Volatile Times	Case Study: Driving Transformation at Microsoft
16:00	Break	Break
16:20	Seminar Session: Organizing for Change	Seminar Session: Communicating for Change
17:00	Debrief	Debrief
17:15	End	End

*Organizer reserves the right to adapt the contents of the program, for the best interests of the program.