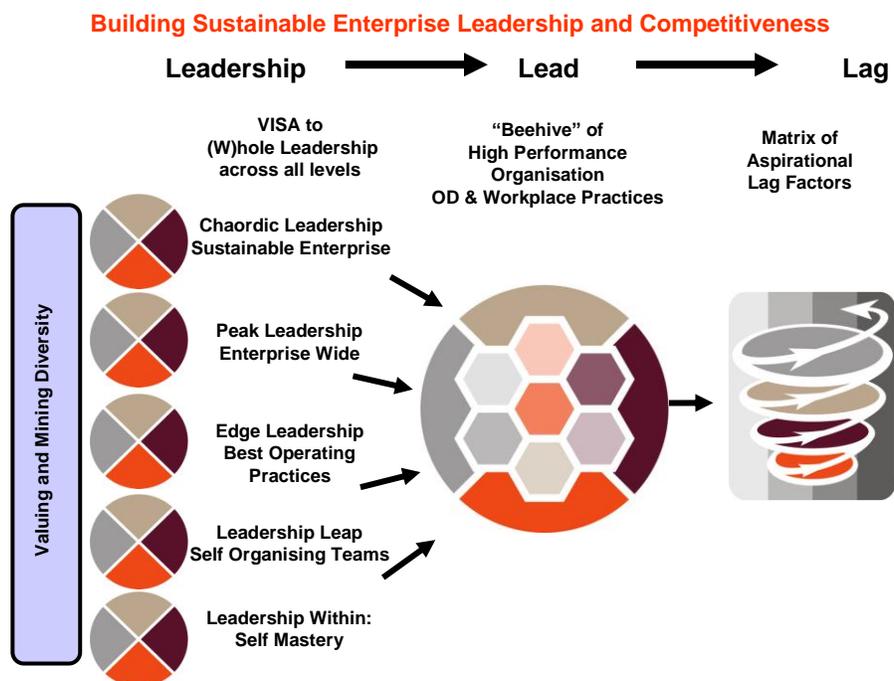


## Overview of our Leadership Products



### Creating a culture of “People Driven World-Class Performance”

- We use **internationally benchmarked**, but **locally tested** processes to enhance the culture of your organisation.
- Our leadership development programmes have been designed to develop the **foundation competencies** (knowledge, skills, attitudes) that leaders require in the 21st Century organisation.
- They provide a solid basis for individuals and teams to develop and entrench the core leadership practices that **enhance both individual and team leadership impact**.
- To drive this through, the Village has developed an **integrated range of unique modular leadership products** aimed at serving clients at all levels of leadership and at all stages of a leader’s journey through the organisation (from entry level management, all the way up to executive level).
- These products speak the same leadership language (frameworks and terminologies) at all levels, and integrate the Village’s unique **Leadership-Lead-Lag** framework and **VISA** and **Beehive** methodologies into all the programmes.

- Furthermore, these concepts become further entrenched in the leader as one moves up the leadership ladder and goes firstly through the **Leadership Leap**, onto then **Leading at the Edge**, then onto **Peak Leadership** programme, and so on.

## The Village Leadership Programmes across Five Levels

The Village offers a congruent, aligned set of leadership development processes, that address the particular needs of **leadership development at the 5 levels**:

1. Strategic (CEO team, Board): **VISA to Chaordic Leadership** (Executive Teaming)
2. Integrative (Senior/Executive level): **VISA to Peak Leadership**
3. Middle Leaders (Middle Management): **VISA to Edge Leadership**
4. First Time Leaders (Team Leaders): **VISA to Leadership Leap**
5. Specialist Staff who do not hold a formal leadership role (any level): **VISA to Leadership Within**

All programmes are based on the same Leadership and Organisational Development Frameworks, enabling the organisation to **align the various managerial levels** and create a **common language and understanding** throughout.

The Village has **fully trained and accredited facilitators** (Village Associates) to deliver these programmes for you and/or to train up your internal facilitators.

## Programme Characteristics

The programmes use the best of current leadership thinking and research to equip leaders to lead in ways that are organisationally productive and personally satisfying.

What makes the programmes unique is that they:

- Operate from a **systemic viewpoint**;
- Give delegates **practical tools** that can immediately be used in their own work environment;
- Introduce delegates to Strategic, Structural and People Leadership **Best Practices** and explores the personal and organisational implications;
- Work with delegates' **real time work issues** in the form of personal case studies;
- Provide a **practical leadership model** for individual and group problem solving and team development;
- Enable delegates to **mine and leverage diversity**;
- Take delegates on a journey of **personal discovery** to explore their **unique leadership fingerprint**;
- Allow leaders to increase their success by receiving personal feedback on style and impact;
- Develop the ability of delegates to **unleash personal and collective energy**;
- Allow delegates to deal with the world of **leadership paradoxes** at their level;
- Develop effective leadership integrated at the **Me - We - Work - World** levels;
- Use questionnaires to **create insight** into personal and organisational challenges;
- Enable delegates to establish their **personal leadership profile** with both its strengths and challenges;
- Create a **common framework for leadership in the organisation**.

## Context for the New Economy

All programmes give the same understanding of the **New Economy Context**.

It is the personal and work application from the context information that is different at the different levels.

The primary inputs are:

- The Changing World
- New Economy Leadership
- Positive Organisational Scholarship
- Beehive overview
- Organisation as a Village

## Creating a Learning Organisation

All four programmes create a community of **peer learners**, thus assisting the organisation in developing a **learning culture**:

- Delegates work in small groups, called **Leadership Councils**, and use their peers throughout the workshop to develop specific **action plans** which are relevant to their own current situations and immediately implementable.
- Delegates work with their **own challenges**, which ensures that the material covered remains highly relevant.
- Delegates leave the programme with a **greater understanding of themselves as leaders** and the impact that they have.

## Leadership Development across All Dimensions

- All programmes develop leaders across the four dimensions of **Me - We - Work - World**.
- The specific focus differs per leadership programme.

### ME:

- The personal or internal facets of leadership which largely determine the individual's personal preferences, leadership style and primary point of reference.
- This point of reference is made up of one's worldviews, assumptions, beliefs, values and knowledge.
- The "ME" space is the starting point of all leadership, and determines the leader's own personal subjective way of interacting with everything occurring external to him or her.

### WE:

- The interpersonal space where the individual interacts with others; shapes others and is shaped by them in return.
- This is both a primary space of learning about oneself as well as the space in which the learner develops the capacity to value and leverage the rich diversity of "the others" who form part of his/her work life.
- It is in this dimension of leadership where leaders learn and apply the realisation that in the New Economy leadership is per definition a team activity.

### WORK:

- High Impact Leaders demonstrate their capacity to have a sustainable and constructive impact in their areas of influence.
- International and South African studies demonstrate that the effective leaders identify and embed a range of integrated workplace practices that, in turn, enable the organisation to achieve sustainable competitive performance.
- The "WORK" space focuses on a combination of benchmarked Organisational Development Best Operating Practices, and industry-specific strategic choices.

### WORLD:

- Some people call it “The New Economy,” others call it “Post Modern Society,” some focus on elements such as globalization, networked environments, the age of participation and integration, and some refer to it as the “Third and Fourth Waves.” Whatever it is called, the world is undergoing a profound value shift that is requiring a quantum shift in how organisations and teams are led.
- Certain well-established practices remain as essential as always, but international research demonstrates that leadership based on a particular set of values and worldviews enables organisations to significantly outperform competitors.
- The ‘World’ space refers to this larger socio-economic and political space within which the learner and organisation operates, and which s/he has to comprehend. This enables her/him to make sense of it and enable others to respond to it in ways that enhance the sustainable competitiveness of the organisation.

## “VISA to Chaordic Leadership”

### Leadership Development at the Five Levels

#### Strategic Leaders

Target market: CEO team, Executive team, Board

Leadership Theme: Fierce Intent and Humility

Village Leadership Programme: VISA to Chaordic Leadership (Executive Teaming)

Logistics: Real Time (coinciding with CEO team/Executive team/ Board meetings)

1. Enhances the capacity of executive teams to optimise the individual styles, contribution and diversity of team members
2. Enables executives to leverage one another as primary sources of feedback and learning
3. Helps the team to address tough individual and team issues in a constructive environment
4. Develops the sustainable and high performance leadership behaviours on executive level
5. Enables executive leaders to accelerate the development of optimum personal and interpersonal executive behaviours

*This programme is completely customised to meet an executive team’s unique requirements.*

## “VISA to Peak Leadership”

### Leadership Development at the Five Levels

#### Integrative Leaders

Target market: Senior/Executive Level

Leadership Theme: Context and Culture

Village Leadership Programme: Peak Leadership

Logistics: Two 2-day modules with a 6 week break in-between the two modules

### VISA to Peak Leadership - Content:

1. Implications of the new economy for the organisation as a whole and the need for integrative thinking and action  
(Primary focus: We and Work Levels)
2. Strategy execution
3. Requirements for building alignment and integration
4. Building the culture for Business Performance Management (BPM)
5. Incompetence as a necessity for growth
6. Growth disablers: Tyranny of competence

7. Integration: Maximizing potential and unlocking energy:
  - Creation of seamless collaboration and ‘pack attack’ culture (Focus on Vision and Interdependence)
8. Levels of Work:
  - Level 4 focus: Requirements, Challenges and Skills of Integrative Leaders
  - Integration
  - Supply chain optimisation
  - Develop strategies to deal with the stresses and ‘leadership shocks’ experienced specifically by integrative leaders
9. Developing one’s Leadership Voice:
  - Unleashing the Collective Genius
  - Breaking Collusion
  - Hunting the No

#### **VISA to Peak Leadership - Outcomes:**

1. Establishes and enhances the individual’s personal leadership style and impact
2. Enables the individual to identify and leverage diverse leadership contributions in a team
3. Empowers people to identify organisation-wide gaps in strategy execution and develop relevant action plans within their personal area of influence
4. Enhances leadership and optimises performance by defining and applying optimum work-focus profiles and cascading leadership roles
5. Enables the individual to identify organisational people-leadership challenges and enhance both the personal and interpersonal dynamics that create high-performance leadership capabilities
6. Personal Action Plans

### **“VISA to Edge Leadership”**

#### **Leadership Development at the Five Levels**

##### **Middle Leaders**

**Target market:** Middle Management

**Leadership Theme:** Challenge and Change

**Village Leadership Programme:** Edge Leadership

**Logistics:** Two 2-day modules with a 6 week break in-between the two modules

#### **VISA to Edge Leadership - Content:**

1. Implications of the new economy; assumptions, beliefs and values underpinning the shift. Application of this shift to personal leadership context (i.e. department) and in one’s immediate sphere of leadership influence. (Primary focus: Me and Work Levels)
2. Understanding the Beehive Model as a means of understanding some of the key levers that will enable a high performance organisation
3. Focus on developing a Best Operating Practice, specifically for Performance Management (ensuring strategic alignment throughout the organisation with the focus on BPM Integration.)
4. Identifying the key people practices which enable a sustainable, productive working climate
5. Valuing growth in individual contributions
6. Interdependence: Development of a mindset that values the abundance contained in sharing of knowledge, expertise, resources, success and failure (Focus on Structure and Action)

7. Levels of Work and Balanced Scorecard:
  - Level 3 focus: Requirements, Challenges and Skills of Middle Leaders
  - Develop strategies to deal with the stresses and ‘leadership shocks’ experienced specifically by middle leaders
  - Best Operating Practice
8. Developing one’s Leadership Voice:
  - Courageous conversations
  - Championing the cause
  - Developing the skills of influencing, using the VISA framework

#### **VISA to Edge Leadership - Outcomes:**

1. Develops an understanding of tactical leadership and enables the personal transition to operate at this level
2. Enables the individual to identify his or her own personal leadership profile using the given leadership frameworks
3. Enables the individual to identify the fundamental shifts necessary for effective leadership in the new economy and apply this to personal leadership challenges
4. Empowers the individual to identify traps and barriers to personal leadership effectiveness using force field analysis
5. Develops awareness of global best practice people leadership skills
6. Develops the ability to assess required changes in own area of work by using the Paradigms of Business Performance Management
7. Develops the basis for coaching skills and enables the individual to design development actions for each of his or her direct reports
8. Personal Action Plan

### **“VISA to Leadership Leap”**

**Leadership Development at the Five Levels**  
**First Time Leaders**  
**Target market: Team Leaders**  
**Leadership Theme: Leadership and Delivery**  
**Village Leadership Programme: Leadership Leap**  
**Logistics: One 2-day module**

#### **VISA to Leadership Leap - Content:**

1. An exploration of the new economy and its implications when stepping into a leadership role for the first time. (Primary focus: Me and We Levels)
2. Managing performance through managing delivery
3. Developing a greater understanding of one’s personal strengths and development needs specifically related to operating effectively at this level of leadership
4. Managing and overseeing the delivery of others, by setting appropriate performance goals, coaching and giving feedback
5. Principles of creating a constructive and integrated performance feedback culture:
6. Building the skills to improve the functioning and effectiveness of teams
7. Independence: Development of healthy adult ego that enables individuals to take control, be proactive and make things happen. (Focus on Action)
8. Levels of Work and Balanced Scorecard:
  - Level 2 focus: Requirements, Challenges and Skills of First Time Leaders
  - Develop strategies to deal with the stresses and ‘leadership shocks’ experienced specifically by first time leaders

- Making the leap
9. Developing one's Leadership Voice:
    - Exercising my leadership voice
    - Giving forthright feedback

#### **VISA to Leadership Leap - Outcomes:**

1. Develops an understanding of operational leadership and enables the personal transition into a leadership role
2. Enables the individual to identify his or her own personal leadership profile using the given leadership frameworks
3. Empowers the individual to apply leadership frameworks and tools to his or her personal leadership challenges
4. Enables the individual to develop strategies to improve his or her leadership effectiveness
5. Personal Action Plan

### ***“VISA to Leadership Within”***

**Leadership Development at the Five Levels**  
**Specialists and General Staff (at any level)**  
**Target market: Staff not in formal leadership roles**  
**Leadership Theme: Confidence and Followership**  
**Village Leadership Programme: Leadership Within**  
**Logistics: One 2-day module**

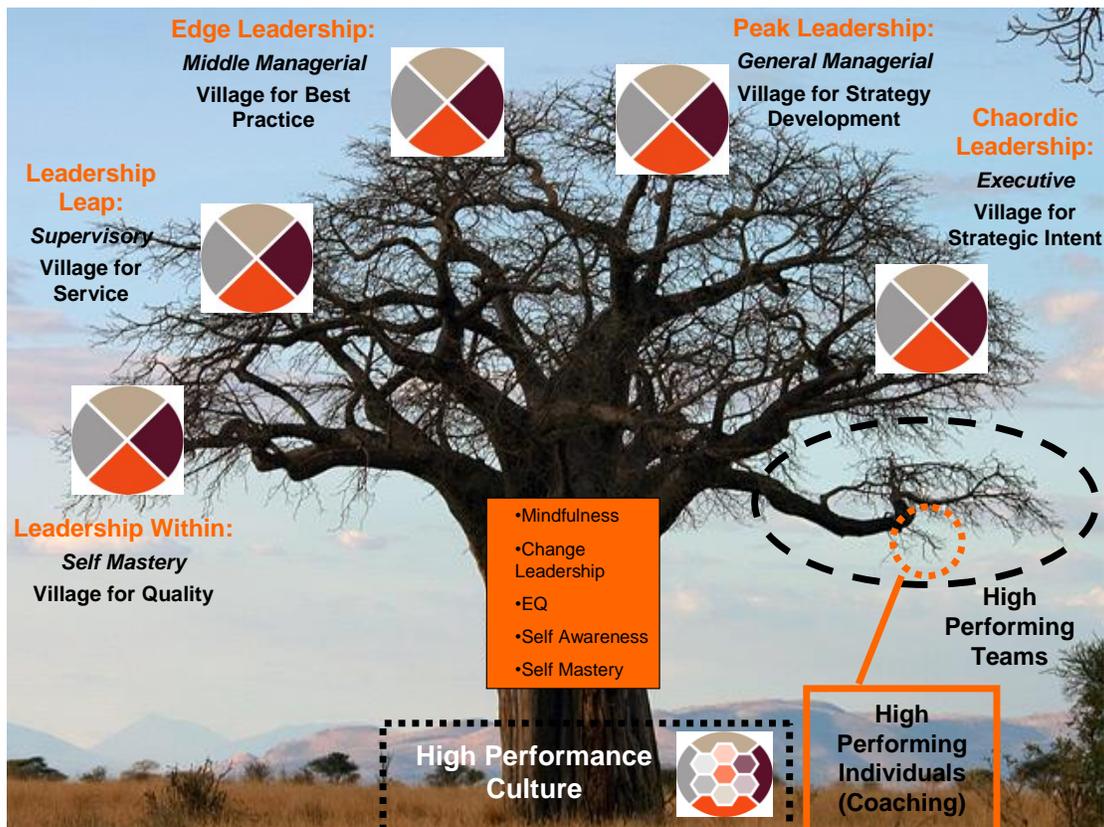
#### **VISA to Leadership Within - Content:**

1. An exploration of the new economy and its challenges for taking individual responsibility. (Primary focus: Me Level)
2. Understanding the source of one's personal power as a means of increasing one's capacity to be proactive and take personal accountability
3. Understanding of underpinning dynamics of being a victim, power plays, conflict and taking personal charge
4. Developing an understanding of what it means to be a follower to enable seamless work with other levels to achieve personal, collective and organisational objectives
5. Understanding the power of one - knowing that each person's contribution makes a difference
6. Developing an understanding of the process and dynamics of change at a personal and organisational level
7. Independence: Development of confidence to claim personal power as a prerequisite for impact and influence. (Focus on Action)
8. Levels of Work:
  - Level 1 and 2 focus: Requirements, Challenges and Skills for non-managerial staff
  - Develop strategies to deal with the stresses and shocks experienced specifically on these levels
9. Developing one's Leadership Voice:
  - Finding my leadership voice
  - Assertively claiming my power

#### **VISA to Leadership Within - Outcomes:**

***This programme is designed for staff who do not hold an organisational managerial role and yet who need to understand the demands of the New Economy Workplace.***

1. Enables the individual to understand the demands of the New Economy and the Leadership and Organisational Development Frameworks (Beehive, VISA to (W)hole Leadership, Levels of Work)
2. Develops awareness of personal leadership style and its impacts
3. Explores Personal Power and enables the individual to develop strategies to deal with the typical stresses and challenges prevalent at operational levels
4. Develops a personal strategy for having a positive organisational impact through claiming personal power and authority
5. Develops personalised strategies for dealing with change
6. Helps the individual explore what it means to become an energized follower
7. Personal Action Plan



[www.villageofleaders.co.za](http://www.villageofleaders.co.za)

... it takes a village of leaders. 