

Learning and Uncertainty: Keys to Agile Leadership

One Day Version

Segment	Focus	Activities	Approx. Time
Introductions	Overview, introductions		30 min
Three Sides of Leadership	The Role of a Leader Review and reminder of three styles: Command and control Empowering Learning	Lecture and discussion Video examples of styles	45 min
Learning in an Organizational Context	Risk and failure Cycle of Try -> Fail, Try-> Fail, etc. with no learning Conditions under which learning can occur	Exercise where teams of 3 learn under pressure with risk of failure IDEO video as an example of a organization that learns with every project	1.5 hours
Learning Architect:	Individual Approaches to Learning -- Strengths and weaknesses in learning	Card sort Scoring of individual patterns on 4 types of agility	2 hours
<i>LUNCH BREAK</i>			1 hour
Coping with Uncertainty	Sources of uncertainty Natural reactions to uncertainty Individual strengths in coping with uncertainty Increasing the ability to cope Creating an environment that can cope more effectively	Exercise on teams, learning, and ambiguity Lecture and discussion Card sort and individual scores	2 hours
Tying it All Together	Implications for leadership Implications for organizational culture Individual actions	Discussion Peer coaching	1 hour



Two Day Version

DAY 1: Learning Architecture: The Impact of Individual Leaders and Culture			
Segment	Focus	Activities	Approx. Time
Introductions	Overview, introductions		30 min
Three Sides of Leadership	The Role of a Leader Review and reminder of three styles: Command and control Empowering Learning	Lecture and discussion Video examples of styles	45 min
Learning in an Organizational Context	Risk and failure Cycle of Try -> Fail, Try-> Fail, etc. with no learning Conditions under which learning can occur	Exercise where teams of 3 learn under pressure with risk of failure IDEO video as an example of a organization that learns with every project	2 hours
Culture of Learning	An index of creativity and learning	Assessment of current team climate	1.5 hours
LUNCH BREAK			1 hour
Learning Architect:	Individual Approaches to Learning -- Strengths and weaknesses in learning	Multiple Card sort Scoring of individual patterns on 4 types of agility	3 hours
Implications	Patterns of learning that emerge Taking Action	Peer discussion and coaching Journaling	1.5 hour

DAY 2: Uncertainty and Paradoxes of Leadership: Enhancing Ability to Flex and Adapt			
Segment	Focus	Activities	Approx. Time
Opening Exercise		Exercise on teams, learning, and ambiguity	1.5 hours
Sources of Uncertainty	Where uncertainty resides internally and externally	Group discussion	30 min
Coping with Uncertainty	Natural reactions to uncertainty Individual strengths and weaknesses in coping with uncertainty Increasing the ability to cope Creating an environment that can cope more effectively	Card sort and individual scores	1 hour
Taking Action		Peer coaching and journaling	1 hour
<i>LUNCH BREAK</i>			1 hour
Leadership Paradoxes	Versatility required of leaders Need to instantaneously move from opposite ends of the spectrum Need for flexibility	Exercise Special 360 assessment on versatility Discussion	2 hours
Tying it All Together	Implications for leadership Implications for organizational culture Individual actions	Discussion Peer coaching	1 hour