



LEADING FOR INNOVATION

TRANSFORM
THE WAY
YOU WORK

LEE KUAN YEW SCHOOL OF PUBLIC POLICY



A NEW KIND OF LEADERSHIP

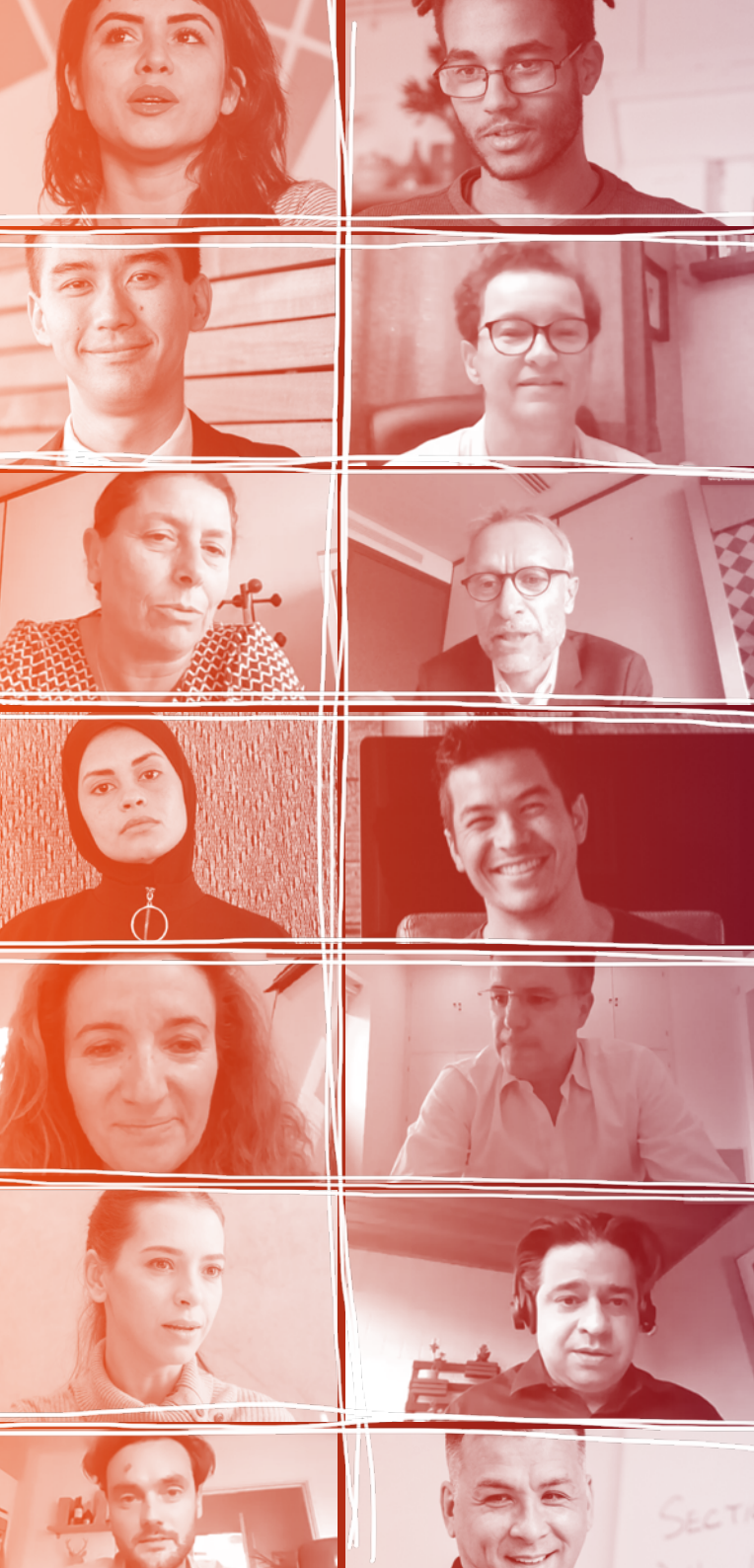
WORKING TOGETHER
BEYOND AUTHORITY
ACROSS BOUNDARIES

Today's complex, systemic, adaptive challenges demand a new interpretation of the concept of leadership. An interpretation that moves beyond the role of the visionary leader, and connects every member of the organisation, every process of its life, every outcome of its efforts.

Because the challenges we are facing – globally and locally, socially and economically, politically and technologically – can't be addressed through the traditional "predict-plan-and-control" approaches that have shaped the dominant managerial culture and the life of most organisations. Change and innovation are everywhere, and unless our organisations learn to evolve and adapt in a more seamless way, the risk is to remain constantly outpaced – without serving our purpose, nor the communities that depend on our work.

This new programme will invite you to explore new ways of leading, new ways of innovating, new ways of thinking about our organisations, our teams, our impact. You will dig into the concepts of Collective Genius (Prof. Linda Hill, Harvard Business School), Adaptive Leadership (Prof. Ron Heifetz, Harvard Kennedy School) and Co-Design (Matt and Gail Taylor, MG Taylor). You will apply these concepts to your work, and you will experiment their impact.

In practice—not in theory.



A NEW KIND OF PROGRAMME

ABOUT BEING
THROUGH KNOWING
AND DOING

Leading For Innovation is about you.

It's not about other people's theories: it's about the evolution of your leadership role and the development of your innovation practice.

It's an immersive Laboratory, based on a whole new approach that allows to build new capacities through experience, experimentation, reflection and dialogue.

During this programme you will be focusing on your work and your organisation, your role and your team, your impact and your failures, your past and your future.

You will actively work on the current most critical innovation-related challenges that your organisation/community is facing and that you are leading for. Everything you will learn, every idea you will explore, every possibility you will see will be applied to your real work, every day.

For this reason, this programme is mainly conceived for public servants, managers, and executives from the government, corporate, and non-profit sectors, ideally with over 10 years of experience in their roles; individuals dealing with critical challenges in the domains of organisational change, strategic planning, and policy development.

And who are eager to shake their ways of being-knowing-doing.



A NEW KIND OF EXPERIENCE

VERY INTENSE
HYPER-COLLABORATIVE
EXTREMELY ACTIVE

Leading For Innovation is not a webinar, nor the usual Leadership Development programme.

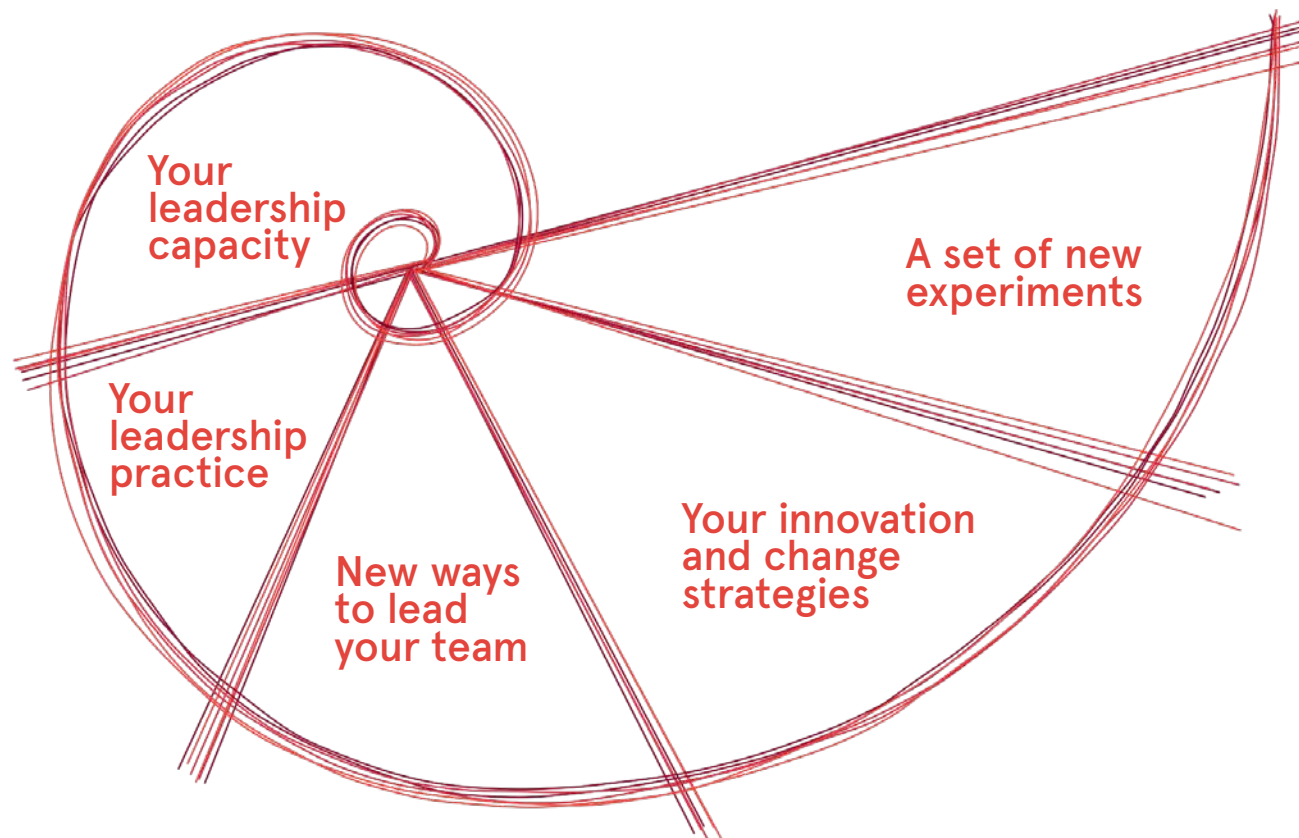
You will be immersed in a “four-day and one-month” programme that blends together new perspectives and established approaches; bursts of content embedded in short lectures and plenty of demanding work in small groups; open debates and individual reflections. While working with the faculty and your peers.

You will be pushed outside your comfort zone; explore the unusual practices of some of the most remarkable leaders-innovators-inventors; experiment with new ways of working and collaborating; pause, breathe and reflect on the way you see and sense yourself and the world around you; make sense of your previous experiences and get ready to handle your next challenges, whatever they are today.

Or better: whatever they need to be tomorrow.

A NEW KIND OF OUTCOME

ABOUT YOU
YOUR WORK
YOUR DEVELOPMENT



The outcome of this programme is “you.” Not just a set of skills and tools, but a version of you that begins to express a new leadership capacity.

You will evolve your leadership practice. You will test new ways to lead your team. You will redefine your innovation and change strategies. You will design new experiments to deal with the most critical challenges that your organisation is facing. These experiments will be the focus of your work between the end of the immersive phase of the programme and the follow-up session.

What outcome does your organisation crave?

A NEW KIND OF FLOW

UNORTHODOX PERSPECTIVES
UNEXPECTED CONNECTIONS
DIFFERENT POSSIBILITIES

Leading For Innovation is divided in two parts: a four-day full immersion Laboratory and a one-day follow-up workshop.

These are some of the themes we will grapple with during the four-day Laboratory. The following schedule is not rigid and might evolve—this is a Lab: flexibility, experimentation, and adaptation are at the core of everybody's work!

DAY 1

A New Kind of Context

Quantum Shifts and New Paradigms

Break

Dealing with Complexity, Ambiguity, Uncertainty

Break

You and Your Reality

DAY 2

A New Kind of Leadership

Framing Adaptive Challenges

Break

The Practice Of Adaptive Leadership

Break

You and Your Focus

DAY 3

A New Kind of Organisation

Leading for Innovation

Break

Becoming a Social Architect

Break

You and Your Role

DAY 4

A New Kind of Capacity

Think.Design

Break

Multiplying Experiments

Break

You and Your Next Steps



A NEW KIND OF IMPACT

INSPIRING
EVOLVING
DARING

This programme is conceived and delivered in partnership with Architects Of Group Genius.

Architects Of Group Genius has a unique capacity in creating deeply impactful developmental experiences both in person and in virtual and hybrid environments. Their work is global and their approach has been applied in world-class Universities and Business Schools around the world. Since 2006, Architects' work with academic institutions has led to new experiments like: the Harvard Innovation Lab; the Harvard Business School Hives; the 'Leading and Building a Culture of Innovation' programme at Harvard Business School (both in person and virtual); the Harvard Business School Centennial Colloquium; the 'Leadership and Design Thinking' programme at the Harvard University Graduate School of Design; the Adaptive Leadership Network 'Ripples' and 'E-VOLVE' programmes with prof. Ron Heifetz (Harvard Kennedy School of Government); the 'LearningLab' at the École des Ponts Business School in Paris.

Participants in Architects Of Group Genius programmes have described their impact as:

"The person whose generosity and creativity had the greatest impact on our colloquium was Maurizio Travaglini. He and his associates at Architects of Group Genius created a physical and intellectual space and a program that enabled all of us to have a dialogue on leadership that felt fresh and forward-looking."

Nitin Nohria, Dean Harvard Business School, and Rakesh Khurana, Dean Harvard College

"Behind the scenes worked a magician. The über-creative presence of Maurizio Travaglini created the physical and spiritual holding environment from which all good things came."
Nitin Nohria, Dean Harvard Business School, and Rakesh Khurana, Dean Harvard College

"To me, this was the perfect example of taking slices of genius and forming collective genius, taking individuals and forming a community."
Executive, Pixar and Walt Disney Studios

"We embarked on a process of evolution that has helped many of us recreate our practice in the virtual environments where most of our work happens right now. I called that experience 'a shot in the arm for me.' It was!"
Professor, Harvard Kennedy School

"This was a life-changing course for me in so many ways."
Executive, Federal Reserve Bank of New York

"This is a fabulous course – it was an amazing learning experience and generated much personal and professional growth."

"The value for me was to be able to authentically connect and, as they say... re-language, re-focus, re-unite and re-calibrate. Additionally... reimagine the POWER of WE."
Member, YPO

"This week woke up my creative part – the part thinking that it is possible to actually do something here, contribute something, take the lead. I want to make a difference now."
Skilled worker, FCA plant

"While usually the master or the teacher is at the center of the 'arena', in this experience we all had the chance to be at the center of the 'arena' too."
Member, Adaptive Leadership Network

"Collective intelligence has enabled us to move forward quickly and easily. This is the way we should work today, whatever the function."
Executive, Renault

"What a lovely class and experience, I really enjoyed it and I pretty much applied to my team every single thing I learned from the class!!!!"
Executive, Pfizer

DATES

THE FULL IMMERSION LEADERSHIP LABORATORY

Tuesday 31 August to Friday 3 September 2021

THE FOLLOW-UP WORKSHOP

Thursday 23 September 2021

The whole programme will require a commitment of 25 hours of synchronous work and 10 hours of asynchronous work.

The hours for the synchronous work will be within these boundaries:

Singapore 2PM– 7PM SGT

Sydney 4PM–9PM AEDT

Tokyo 3PM–8PM JST

New Delhi 11:30AM–4:30PM IST

Dubai 10AM–3PM GST

Paris 8AM–1PM CET

Participants are expected to attend every day, from beginning to end.

FACULTY

FRANCESCO MANCINI

Vice Dean (Executive Education) and Associate Professor in Practice.

MAURIZIO TRAVAGLINI

CEO, Architects Of Group Genius; Adjunct Professor of Leadership and Innovation at the École des Ponts Business School in Paris, and member of the Faculty Team of the “Leading and Building a Culture of Innovation” programme at Harvard Business School.

CONTACT

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