



Agile Leadership Modules

The Ambiguity Advantage

inspire

innovate

influence

2008

Leading when things are difficult and uncertain

Being a leader or manager when things are good is difficult enough. But what do you do when things are tough or ambiguous?

What do you do when you don't know what to do next?

This is the problem that most leadership and management development programmes find it hard to address.

Agile Leadership Modules that slot in with your existing programme

These are modules that have been specifically designed to complement and fit in with existing leadership and management development programmes. Each module is highly participative and employs active (as opposed to passive) learning. Each module is run by an experienced master facilitator.

The overall aim of these modules is to help participants deal constructively with uncertain and ambiguous situations and become agile leaders and managers who know what to do no matter how uncertain or difficult the conditions become.

There are four modules available, Bronze, Silver, Gold and Platinum. Each module is available in its standard form or as a plus module which includes individual one to one coaching:

Bronze

- a. **Bronze Standard Module:** this is a half day module which gives the participants an overview of the issues involved with dealing with ambiguity and gets them to consider their own reactions to difficult and uncertain times.
- b. **Bronze Plus Module:** In addition each participant receives a two hour private one to one coaching session which is specifically designed to enable the participant to think about what they personally need to do to increase their agility and tolerance of ambiguity and difficulty.

Silver

- a. **Silver Standard Module:** this is a full day workshop which gets the participants to think about the nature of agile leadership or management, particularly in difficult and ambiguous situations. What the reactions of others are likely to be and how to lead or manage others when things become uncertain, difficult or are in a state of flux. The content has been specifically designed to help the participants gain the tools to develop their emotional and cognitive resilience and a positive orientation towards difficulty, ambiguity and risk.
- b. **Silver Plus Module:** Additionally each participant receives two 2 hour 1 to 1 coaching sessions with a professional coach who concentrates on building their capacity to deal constructively with risk, uncertainty and difficulty. In these two sessions participants will explore their current reactions to difficulty, risk and uncertainty and what they personally need to do to become more agile and lead / manage well in such circumstances. The second coaching session, which is usually planned to be about a month later, will look at application issues, problems and moving things forward.

Gold

- a. **Gold Standard Module:** is a two day module which can either be taken consecutively or split into two one day workshops with a work based element between them. This module further advances the benefits of the Silver module in developing agility in the face of difficulty and uncertainty and adds two main cutting edge elements;
 - i. Practical Emotional and Cognitive Resilience Tools for enhanced performance when the participant is under pressure and the situation is changing fast, ambiguous and or there is risk involved
 - ii. Advanced Problem Solving Techniques specifically designed for 'The Ambiguity Advantage' to help participants solve complex and ambiguous problems with ease.
- b. **Gold Plus Module:** To supplement and enhance the transfer of the learning from the module into habitual practice there are three two hour coaching sessions provided as part of the plus package.
 - i. The first session takes place *before* the module. This session acts as an introduction to the module and sets each individual participant up to personally gain the maximum benefit from the event. In this session people are invited to bring a live and complex leadership or management problem that they are currently dealing with and can't see an obvious answer to. We explore their reaction to the problem and give them a platform from which to gain the maximum benefit from the workshop.
 - ii. The second session either occurs soon after the workshop or between the two workshops depending on the configuration used. This session looks at the participant's own personal and practical issues that will enable them to become more agile and resilient. Further it provides a solid action plan for the next phase of development of agile leadership or management practice, problem solving and dealing with ambiguity no matter what challenges or situations lie ahead.
 - iii. The final session takes their personal learning from the entire process, any difficulties they have encountered and the successes they have had and builds them into a solid and motivational platform to develop leadership and management autonomy. This session usually provides the confidence and knowledge that they can create a positive and constructive difference regardless of how tough, uncertain or laden with risk the situation is. It is usually during this session people realise just how resilient they are.

Platinum

- a. **Platinum Standard Module:** In addition to all the advantages obtained from the gold module, this three day Certified Practitioner's pathway programme module places emphasis on practical agile leadership or management, developing superior decision making capability, autonomy, and leadership or management proficiency in *any* situation. The focus here is to develop leaders who can inspire, innovate and influence others positively and equally in situations of difficulty, ambiguity and risk as well as in more normal times. Additionally this module focuses' on developing superior decision making capabilities especially in difficult and highly charged situations, and includes the impact that emotions and attitudes have on the decisions we make and how to mitigate these effects. The concentration here is to develop high levels of performance in decision making, problem solving, leadership or management in the very conditions where the performances of other people tend to be low. This module can be configured in a number of ways. The most effective tend to be as a two day workshop followed 4-6 weeks later by one further day.
- b. **The Platinum Plus module:** includes six two hour coaching sessions and a psychometric test.
 - i. The first session takes place *before* the module. This session acts as an introduction to the module and sets each individual participant up to personally gain the maximum benefit from the event. In this session people are invited to bring a live and complex leadership or management problem that they are currently dealing with and can't see an obvious answer to. We explore their reaction to the problem and give them a platform from which to gain the maximum benefit from the workshop. It is usually at this stage that the participant receives the feedback from the psychometric which gives some good indications about a whole series of matrix.
 - ii. The second session either occurs soon after the workshop or between the two workshops depending on the configuration used. This session looks at the participant's own personal and practical issues that will enable them to become more agile and resilient. Further it provides a solid action plan for the next phase of development of agile leadership or management practice, problem solving and dealing with ambiguity no matter what challenges or situations lie ahead.
 - iii. The next three sessions occur at one monthly intervals and help to further embed the practices and thinking required. Each of these sessions is based on the participant's experiences and thinking and

act to support them in their development and to accelerate that development.

- iv. The final session takes their personal learning from the entire process, any difficulties they have encountered and the successes they have had and builds them into a solid and motivational platform to develop leadership and management autonomy. This session usually provides the confidence and knowledge that they can make high quality decisions in any situation and creates a positive and constructive difference regardless of how tough, uncertain or laden with risk the situation is. It is usually during this session people realise just how resilient they are.

Features	Bronze	Silver	Gold	Platinum
Duration	½ Day	1 Day	2 Days	3 Days
Overview of agile leadership	✓	✓	✓	✓
Dealing with Ambiguity	✓	✓	✓	✓
Dealing with Uncertainty	✓	✓	✓	✓
Modes of Leadership	✓	✓	✓	✓
Identification of own strengths and weaknesses	✓	✓	✓	✓
Agile Leadership concepts and practice		✓	✓	✓
Leading others in difficult situations		✓	✓	✓
Leading others in uncertain situations.		✓	✓	✓
Emotional resilience		✓	✓	✓
Cognitive resilience		✓	✓	✓
Mindsets and their effects			✓	✓
Developing constructive mindsets in others			✓	✓
People's reactions to difficulty			✓	✓

People's reactions to ambiguity				
People's reactions to risk				
Developing emotional resilience				
Developing cognitive resilience				
Advanced problem solving for ambiguous problems				
Decision making in difficult situations				
Making good decisions when things are uncertain				
Agile leadership skills & practice				
Influencing others in tough situations				
Advanced emotional resilience				
Advanced cognitive resilience				
Developing resilient teams				
Module Plus additions	1 x two hour 1to1 coaching session	2 x two hour 1to1 coaching sessions	3 x two hour 1to1 coaching sessions	6 x two hour 1to1 coaching sessions

Agile Leadership Module Price List March 2008

All prices are for up to 12 participants.

Bronze Modules

A cost effective way of getting a good overview of agile leadership for those on a tight budget. This option works out at only £167 per person (+ vat) for the workshop or only £500 (+vat) per participant including a full personal coaching session.

Bronze Standard ½ day Module	£2000 (+ vat)
Bronze PLUS: as above including 1 x 2hour coaching	£6000 (+ vat)

Silver Modules

A great deal on a full one day agile leadership development workshop, including all materials and facilitated by a master facilitator. The Silver Standard option is only £375 (+vat) per person for a professional development process that gets results. The PLUS module includes two personal coaching sessions with an agile leadership expert and is only £1000 (+ vat) per person for the workshop and coaching.

Silver Standard Full Day Module	£4500 (+ vat)
Silver PLUS: including 2 x 2hour coaching	£12000 (+ vat)

Gold Modules

For those that want to develop real agility and resilience the Gold modules provide a fantastic return on investment. This option is only £667 (+vat) per participant for a two day specialist development programme, or only £1667 (+vat) per person for three expert and focussed coaching sessions and 2 full days of professional development.

Gold Standard 2 day Module	£8000 (+ vat)
Gold PLUS: including 3 x 2 hour coaching	£20000 (+vat)

Platinum Modules

The Platinum modules are for the organisations that are serious about developing leaders and managers who can deal with any situation, deal expertly with ambiguity, risk and uncertainty and make good decisions under the most difficult circumstances. The Platinum modules develop high levels of resilience, creativity and leadership. These modules offer superb value, costing only £1000 (+vat) per participant for the standard module or just £3334 (+vat) for the module and a programme

that includes 6 months of personal expert coaching to ensure that the maximum results are achieved.

Platinum Professional 3 Day Programme £12000 (+vat)

Platinum PLUS: including 6 x 2 hour coaching £40000 (+vat)

To add the psychometrics suite (Cognitive Process Profile and Launch Pad) to any of the above modules please add £1600 (+vat) per person to the above totals. For more information about this option and to be taken through some demo examples to see what additional benefits these bring please contact us.

To arrange an informal meeting to discuss your needs without obligation, please contact us:

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