

Building Leadership Capital



How can organisations ensure that their leaders evolve to meet emerging demands? How do you build leadership at all levels?

Today's leaders face unprecedented and complex demands. They must negotiate a profoundly interconnected, interdependent and interactive world where the most basic ideas and assumptions about what it means to be a leader are being challenged.

To succeed in this new socio-economic order, organisations need to adopt best practice organisational leadership, developing not only a different quality of leader, but also collective leadership across the organisation.

Program details

Who for:

- Emerging leaders (high potentials)
- Team leaders (frontline), technical and project managers
- Middle managers
- Senior leaders

The innovative nature of the program enables us to invite leaders from all levels of an organisation to participate.

Duration:

The program durations vary, ranging over a period of between eight and 12 months, with a subsequent evaluation taking place six months beyond the close of the program.

Delivery mode:

This program takes a *multi-modal, blended-learning* approach. This combines interactive learning sessions with a focus on real business issues, implemented through a combination of the following: skilled group facilitation, supportive one-on-one coaching, mentoring, diagnostic tools, individual and group critical reflection processes, sharing in a leadership 'community of practice' and thought leadership.

Program features

DeakinPrime's Building Leadership Capital program develops the individual leader and the leadership community in which they operate, strengthening the organisation's human capital and capacity to sustain itself, through the building of five capitals of leadership:

- *relational capital*—contemporary leaders need to work with and through others
- *resilience capital*—contemporary leaders need to have the resilience to keep doing the work
- *creative capital*—contemporary leaders need to respond adaptively to change
- *ethical capital*—contemporary leaders need to do what is morally right
- *social capital*—contemporary leaders need to connect outside the familiar

Why DeakinPrime?

DeakinPrime's Building Leadership Capital program is based on extensive research and professional experience in providing corporate leader development programs to leading Australian organisations. It has been designed to help organisations meet their current and emerging needs and can be adapted to meet your organisation's specific challenges.

DeakinPrime's Building Leadership Capital program can enable participants to contribute more effectively as leaders by:

- implementing processes that allow for bolder, better relationship building and creative, constructive conversations, creating greater potential for all team members to contribute their best
- applying a range of models and approaches for innovative thinking and problem-solving, bringing more options to the table for discussion and providing creative, inclusive and robust solutions to organisational issues
- taking an adaptive approach to leading change to better engage with and solve difficult issues using an ethical thinking framework for decision-making to ensure a continued sense of pride in the work of their organisations
- developing and participating in a leadership community of practice to build organisational sustainability and strength.



The 'self' as leader

We start the program with a focus on the 'self' and the 'self' as leader. Who we are as leaders and as people evolves continually through many different experiences and influences, both personal and professional. This continual evolution of self can be understood in terms of *building capital*.

Leaders who operate at maximum capacity are able to build successful relationships and levels of personal resilience, as well as exploring creative solutions. They also need to operate within an ethical framework, with a clear perspective of how the wider society influences their organisations and their teams. We have described these five aspects of leadership as the five capitals of leadership.

Building the five capitals of leadership enhances the leadership community of an organisation, and for individuals provides a critical platform on which more technical expertise can fully realised and sustained.

The five capitals of leadership

- Relationships struggle to survive without connectedness and communication between people that is founded on trust and based on awareness of self and others, and self in relation to others. **Relational capital** is the capacity to create, nurture and manage good-quality relationships. Our organisations are our people, and the effectiveness of our organisations is realised through successful relationships.
- **Resilience capital** is the capacity to respond productively and responsibly to adversity, change and challenge on the physical, mental and emotional level. Complex environments demand more flexible, resilient and adaptive responses that enable leaders not only to survive but also to thrive in and with our organisations into the future. Recent research in the fields of positive psychology, neuroscience, philosophy and sociology provides more effective ways to develop personal resilience, exploring approaches for improved thinking capacity, physical wellbeing, appropriate emotional responses and overall happiness.
- **Creative capital** is the capacity to respond adaptively to a diversity of contexts, to anticipate and lead change, and to help oneself and others think differently to foster innovative solutions to increasingly complex challenges—challenges that have no precedent.
- Recent publicised ethical breaches have exposed how corporate leaders can fail to act on their espoused values, with negative repercussions across the organisation and community, as well as the local, national and global marketplace. **Ethical capital** is the capacity to recognise ethical breaches before or after the fact and have the courage to deal with them appropriately. A shared ethical framework for decision-making leads to an enduring sense of organisational pride.
- Globalisation, internationalisation and exponential technological innovation affect how leaders develop and extend their networks. Leaders who can engage across perceived socio-cultural boundaries are better equipped to develop connections and business relationships that will benefit and sustain their organisations into the future. **Social capital** is the capacity to achieve beneficial outcomes by building relationships with an awareness of contemporary societal and cultural issues. Leaders need to accommodate a wide range of factors, including a demographically diverse business environment, an increasingly complex marketplace, environmental issues and operating skilfully in emerging markets.

Next steps

Please contact DeakinPrime for more information about building your leadership capital.

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DeakinPrime works to genuinely enhance the capabilities and performance of people, organisations and industries.

