



FOUNDATION FOR LEADERSHIP EXCELLENCE

STAR PROGRAM

INTRODUCTION

In today's uncertain world and global business environment, the development of leaders across various levels in the organization must be built upon a strong foundation of enabling competencies.

This program is designed to equip leaders and potential leaders with a holistic and integrated set of competencies – known as STAR, which encompasses the ability to manage Self, Think critically, Achieve results and Relate well with others.

These are the competencies of a well-balanced person - one who is able to effectively manage today's workplace challenges, and excel as a leader. This program should help one open the gateway to life-long learning.

OBJECTIVES

At the end of the program, participants should be able to:

Self-Management Module

- Achieve a well-integrated self with respect to thinking, achieving and relating
- Enhance their self awareness on personal values, strengths, weaknesses and direction

Thinking Module

- Improve the quality of critical thinking
- Apply innovative and intuitive thinking in decision-making

Achieving Module

- Apply team facilitation and influencing skills in work situations
- Set priorities in task accomplishment

Relating Module

- Enhance interpersonal skills in terms of relationship building and networking
- Develop cross-cultural sensitivity and manage diversity

METHODOLOGY

This program is highly participative. Learning methods include:

- Skills practice
- Case Studies
- Plenary & Group Discussions
- Instruments

WHO IS IT FOR?

Leaders and Potential Leaders.

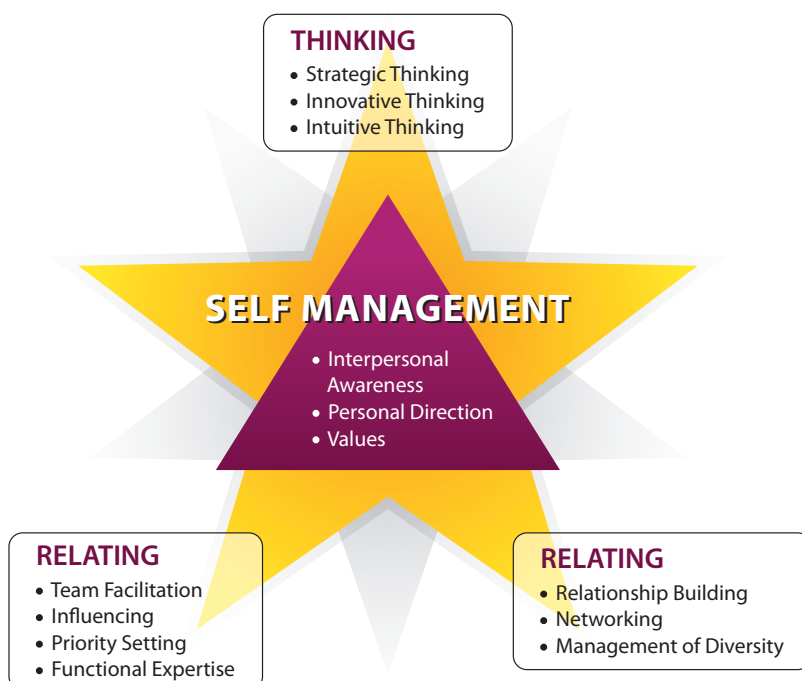
DURATION

2 Days

CLASS SIZE

16 - 22

STAR COMPETENCY FRAMEWORK



PROGRAMME CONTENT

SELF-MANAGEMENT

Intrapersonal Intelligence serves as the foundation to the development of individuals as leaders of an organization. This refers to a high sense of self-awareness of one's strengths and weaknesses. Low self-awareness often leads to dysfunctional behaviors when working in teams or taking on the leadership mantle. On the contrary, a high degree of self-awareness can help improve one's personal effectiveness. The ability to balance demands with respect to living, loving, leaving a legacy and learning in the rapidly changing world is critical to an individual's inner stability. Internal conflicts and stresses that are unresolved over time can cause one to fail or under perform.

The high degree of self-awareness also extends to a clear understanding of one's personal values and goals. This refers to a sense of personal direction in terms of where one is headed and why, as well as a strong desire to create a personal impact. There is also a set of clarified personal values that guide one's conduct and decision-making.

ACHIEVING

Increasingly, as organizations become flatter, and people are empowered to make decisions to increase responsiveness to customer's needs, a professional working in a matrix organization has to operate more from personal rather than legitimate or position power. This implies an increasing need to accomplish tasks through and with other people.

As more organizations move toward a more organic design, work is increasingly organized in teams. The close ties to both suppliers and customer will require cross-functional teams that tightly integrate many parts of entire business value chain. The diversity within teams result in members making contributions based on their specific areas of expertise. When working in teams, the knowledge and skills of facilitation become highly valued. A skilled facilitator is able to navigate his way round the complexities of group work to achieve goals efficiently and effectively. He knows how to manage experts and leverage on the diversity of the team to facilitate the decision-making process. Increasingly, a more participative and coaching style of leadership will be valued in many organizations because it tends to bring out the best in individuals.

In addition, the implementation of new initiatives and decisions following the application of critical thinking requires the setting of priorities to ensure focus and follow-through in task accomplishment. One also needs to be highly competent in his functional expertise so as to be effective in achieving the desired results. He is not only skilled at the application of functional competencies at the operational level but also excels in anticipating changes in the functional context.

THINKING

The accelerating speed of change and increasing complexity of issues has shifted the focus beyond conventional problem solving toward challenging assumptions, and often against the backdrop of completely new paradigms.

To make sense of the rapid changes and remain relevant in today's environment, there is a need for higher order thinking skills that involve questioning or inquiry in order to verify current premises and challenge assumptions. Such is the nature of critical thinking. It is purposeful, reasoned and goal directed, and stresses an attitude of suspended judgment. This leads to an evaluative outcome in terms of improvement actions and even innovative or breakthrough initiatives. And beyond the point of factual verification in this age of accelerating change and uncertainty, the application of intuition becomes the hidden intelligence toward strategic breakthroughs.

An effective leader must also integrate diverse perspectives and develop solutions that take into account the needs of different stakeholders. There is also the need to manage the dynamic tensions between short-term operations and strategic goals. However, as competitive pressure and shareholder's expectations tend to drive one to adopt short-term options, it becomes necessary to fix operational issues innovatively while helping to move the organization relentlessly towards its strategic goals. In the process of delivering results, knowing when and how to challenge conventional wisdom is the key to keeping the strategic perspective.

RELATING

In today's interconnected world, it becomes impossible to operate in isolation. Organizations in this open system are constantly affected by changes in the external environment. To keep pace, the ability to build relationships both within and outside the organization becomes critical. The ability to relate well requires emotional intelligence. However, the feeling or emotional realm is often the most hidden from others and even from ourselves. It is important to explore our emotional lives and develop emotional awareness and interpersonal skills as imperative professional capabilities.

Another important aspect of relating is networking. Networking is more than just exchanging business cards. The ultimate objective is to establish valuable relationships which will result in mutual benefits in terms of personal growth, external perspectives, contacts, job and business opportunities.

The increasing diversity in the workplace also points to the need by leaders to create an environment that motivates others and harnesses the potential of all sources of difference within an organization's workforce. The global business environment also generates a greater need to manage contextual issues pertaining to cross-cultural diversity.