LEADERSHIP FOR SUSTAINABLE FUTURE PROGRAMME (LSFP)

A credit-bearing course designed and delivered by the
Albert Luthuli Leadership Institute, University of Pretoria

SUMMARY

Aimed at:
The course is aimed at executives, leaders and managers of the organisations who are responsible for leading or facilitating the implementation of strategic initiatives for a sustainable future.

Focus of course:
The course focuses on building leadership capacity through personal integration of the theory of leadership, accountability and sustainable development through action learning, reflection and implementation of strategic initiatives.

First results:
Confidence to lead towards a sustainable future. Benefits: Increased leadership competency levels and execution of strategic actions aimed towards a sustainable future.

COURSE OUTLINE

Leadership competencies to ensure a sustainable future have become key differentiating factors setting successful organisations apart from their less successful peers. Leading in organisations is a challenging endeavour packed with complex problems, demanding appeals of often conflicting stakeholders' needs and intense pressure to perform optimally and effectively. Being able to lead in such contexts has, therefore, become one of the most critical skills any leader requires. Furthermore, the skill to implement strategies with a sustainable future in mind has become vital. Executives need to understand the fundamental demands of leading dynamic societies with accountability towards a sustainable future.

The course helps leaders to understand and employ:
* Principles of effective leadership that addresses social, environmental and economic sustainability challenges;
* Core concepts shaping the current sustainability challenges and trajectories facing society;
* The role of institutions in responding to these social, economic and environmental challenges;
* The role of leadership in ensuring institutional accountability and the means to develop and grow this leadership capacity;
* An integrated approach to sustainability leadership;
* Tools and techniques to lead towards a sustainable future;
* Individual and team development opportunities; and
* Reflection as a way to understand the impact of their leadership on the societies in which they live.

The course consists of four core modules and a variety of electives designed to address specific needs of the team and the course design allows for context-appropriate execution. As part of the LSFP, participants will take part in an action learning project and various self-reflection exercises enabling theory to be applied in the workplace. This will enable participants to build competencies for organisations to devise actions towards a sustainable future, apply solution-seeking processes and implement a preferred plan. The interrelated and interdependent modules of the LSFP are designed to build individuals' leadership confidence and self-belief to facilitate the execution of a strategy for a sustainable future.

LEARNING OUTCOMES

At the end of this course participants will have acquired competencies to:
* Deepen their confidence in their own leadership;
* Position themselves as leaders meeting the demands of the their organisation;
* Expand their understanding of the drivers of leadership, sustainable societies and accountability;
* Reflect on their own leadership and adjust their leadership response to a given context;
* Implement strategic action plans towards a sustainable future for their organisation; and
* Integrate relevant skills, tools and techniques to effectively lead sustainable initiatives

COURSE DESIGN

The LSFP is delivered as a six-month intervention consisting of seven (or more) modules of which four are core modules and three (or more) elective modules are tailored to meet the context-dependent needs as determined during consultation with the City of Tshwane.
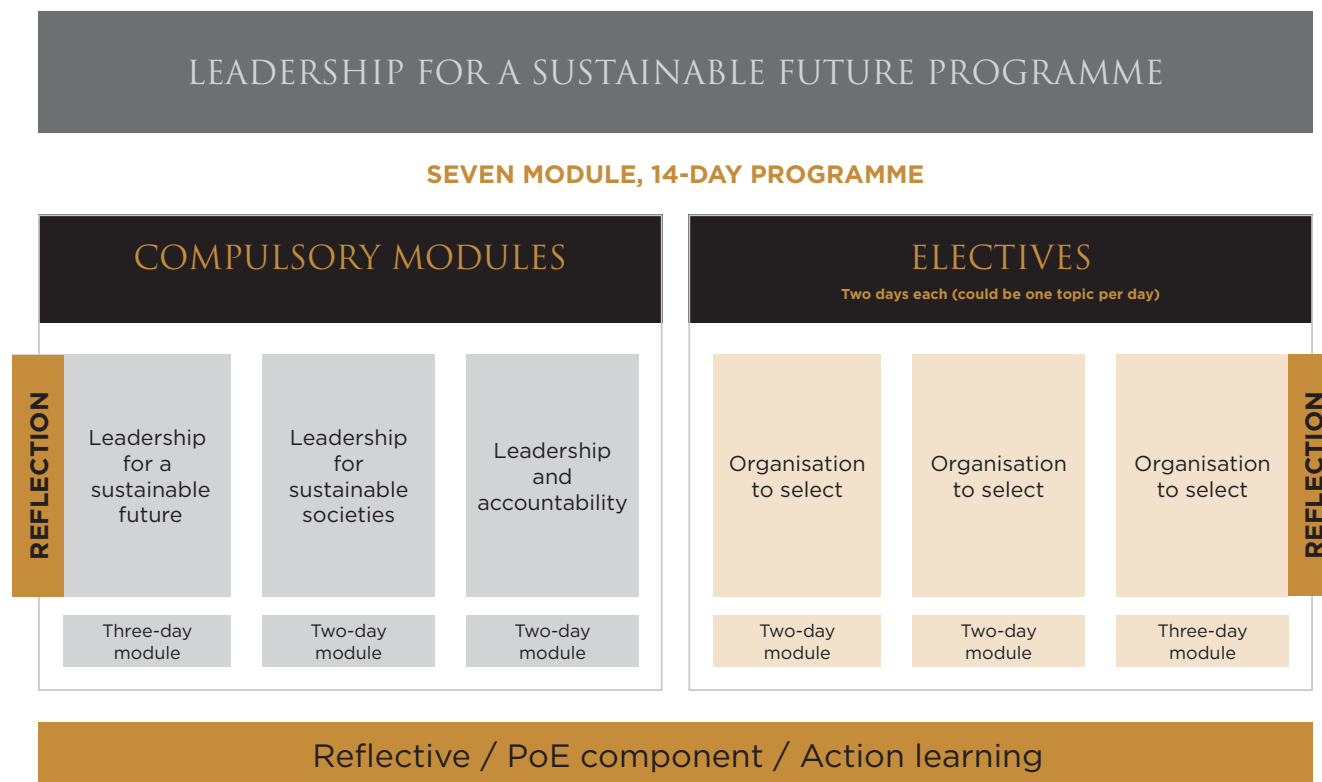
Learning modes

Each module utilises distinct yet complimentary modes of learning, including the following:

- Academic course work. Each phase dedicates two days to coursework that enables learning opportunities to acquire and build critical leadership skills, offering tools and techniques and developing understanding of contentious issues in the field.
- Action Learning Project (ALP). An ALP allows for learning-while-doing where skills, tools and techniques are integrated with the course material into an implementable project. This allows for real-time experience; aligning multiple stakeholders and finding implementable solutions tailor-made for a given context.
- Leadership Development Integration. Lecturers and/ or professionals support course participants to integrate the learning through coaching processes. This allows for integration of the learning material into the individual's career, the team's dynamics, the organisation's strategy and to ensure that the outcomes of the course are integrated and executed.

Phases

The phases are configured as depicted in the following schematic representation:

LEADERSHIP FOR A SUSTAINABLE FUTURE PROGRAMME

SEVEN MODULE, 14-DAY PROGRAMME

COMPULSORY MODULES			ELECTIVES Two days each (could be one topic per day)		
Leadership for a sustainable future	Leadership for sustainable societies	Leadership and accountability	Organisation to select	Organisation to select	Organisation to select
Three-day module	Two-day module	Two-day module	Two-day module	Two-day module	Three-day module

REFLECTION ... REFLECTION

Reflective / PoE component / Action learning

As is indicated in the graph, the course is structured over six contact periods spanning seven modules. It is structured to include three core modules (indicated in grey); three elective modules (indicated in light gold) and an integrative module consisting of two in-class days and a longitudinal application of learning (indicated in gold). In addition to academic coursework, two interdependent and mutually reinforcing learning methodologies ensure that learning is concretised and extended into the workspace. The modules culminate in a final presentation. The following provides a brief overview of the core modules and electives.

CORE MODULES

There are four core modules, three of which are content based, whereas the fourth focuses on reflection, integration and application. The modules are:

Leadership
IN DEVELOPMENT

Leadership
IN CONTEXT

Leadership
IN ACCOUNTABILITY

LEADERSHIP FOR A SUSTAINABLE FUTURE

The coursework of the first module deals with leadership and exposes participants to new and emerging leadership theories that address social, environmental and economic sustainability challenges. After completing this module, participants will be able to:

- Identify the most important emerging approaches to leadership, focusing on collaborative leadership, social identity leadership, relational leadership, complexity leadership and responsible leadership;
- Discuss new approaches to leadership, focusing on neuro-leadership;
- Apply new and emerging approaches to leadership in addressing social, environmental and economic sustainability challenges; and
- Reflect constructively on how to apply new and emerging leadership approaches into practice in their professional context and in their own leadership practices.

LEADERSHIP FOR SUSTAINABLE SOCIETIES

The second module deals with the core concepts shaping current sustainability challenges and the trajectories facing society. The module also considers the role of institutions in responding to these challenges and current trends. After completing this module, participants will be able to:

- Identify the key political and economic ideas that structure the dominant global paradigm;
- Understand social, environmental and economic sustainability trends;
- Compare sustainability trajectories across geographies and national levels of socio-economic development;
- Critically reflect on institutions' role in perpetuating and combating sustainability challenges; and
- Critically reflect on how the participant's own institution could play a constructive role towards sustainable development.

LEADERSHIP AND ACCOUNTABILITY

The coursework of the third module deals with leadership and accountability, focussing on the complex relationship between leadership and accountability, as well as modes of ensuring accountability. The role of leadership in ensuring institutional accountability is considered in detail, as well as how to grow this leadership capacity. After completing this module, participants will be able to:

- Critically assess the relationship between leadership and accountability;
- Understand the politically complex nature of the accounting industry, and the complex relationship between accountants and institutions;
- Identify and interpret the suite of reports that institutions generate, and the role of each of these;
- Critically reflect on the structural limitations of formal accountability mechanisms to bring about substantial institutional reforms; and
- Apply the knowledge gained in this module to critique reports and the role leadership played in the reporting (or accountability) process.

ELECTIVE MODULES

The elective modules consist of courses that offer tools and techniques required to acquire leadership competencies ensuring a sustainable future. The choice of electives is context-specific and delivery is therefore dependent on customers' needs. Each of the electives can be presented over one or two days.

The following electives are offered:

EFFECTIVE COMMUNICATION

Effective communication competencies like listening, feedback and storytelling help to improve team performance and participants are assisted to acquire these requisite skills, tools and techniques to lead effectively. Attention is paid to dealing with conflict and difficult conversations.

After completing this elective, participants will be able to:
- Apply tools and techniques for effective listening and feedback;
- Understand how to create an effective presentation; and
- Lead conflict situations and difficult conversations.

LEADING TEAMS COLLABORATIVELY

This elective focuses on competencies required to help teams to collaborate in delivering their mandate. The course focuses on the conditions required to lead effectively and the elective introduces various tools and techniques to assist in co-creating effective work spaces.

After completing this elective, participants will be able to:
- Understand principles of collaborative team leadership;
- Implement conditions to motivate team members;
- Demonstrate skills, tools and techniques to lead effectively; and
- Build on individual and team development opportunities.

CREATIVITY AND INNOVATION

This elective focuses on diverging and converging problem-solving techniques and demonstrates how principles of design thinking can be used effectively in team settings. There are a variety of decision-making methodologies that differ in levels of difficulty and complexity. The course focuses on some of those that can be employed to increase effectiveness in team settings and that help to improve the quality of team decision-making.

After completing this elective, participants will be able to:
- Analyse problems effectively;
- Apply creative problem-solving techniques;
- Evaluate different alternatives to solve problems; and
- Employ effective decision-making tools and techniques.

LEADING STRATEGICALLY

With its focus of assisting participants to devise a purposeful strategy, this elective also helps participants to understand and implement tools and techniques to deliver a strategy. Participants are assisted to devise a purposeful strategy.

After completing this elective, participants will be able to:
- Scan the context for applicable information;
- Draw conclusions from data collected on the preferred way forward;
- Make recommendations for a preliminary business case based on this data; and
- Generate a viable strategy.

PROJECT MANAGEMENT

The elective introduces helpful skills, tools and techniques from the project management body of knowledge to enable teams to implement their action plans. Participants are also exposed to recent developments in project management including "agile" and competencies associated with these developments in the field of implementation.

After completing this elective, participants will be able to:
- Set clear goals;
- Apply visual techniques including Gantt charts, RACI and impact analysis;
- Measure progress; and
- Apply agile techniques.

PERFORMANCE MANAGEMENT

Basic principles of performance management like goal-setting, measurement and reward in team settings are the focus of this elective. Emphasis is on competencies to ensure quality and performance.

After completing this elective, participants will be able to:
- Monitor performance;
- Direct quality initiatives; and
- Measure processes to guide optimal performance.

TECHNOLOGY IN THE NEW WORLD OF WORK

The changing world of work inevitably requires new ways of leading and managing. In particular, the way the advent of technology and digitalisation will impact on work will be critical in future. Leaders need to understand the dynamics behind a more technology-driven world and how to manage the human-technology interface.

After completing this elective, participants will be able to:
- Understand driving forces of the new world of work;
- Apply strategies to lead the human-technology interface; and
- Optimise opportunities digitalisation brings to the workplace.

CHANGE MANAGEMENT

Leading implies helping people to change from a current state to an envisaged future, in other words, facilitating change. In this module participants understand reactions to change, acquire key principles on how to lead change and use a process of leading change.

After completing this elective, participants will be able to:
- Manage reactions to change;
- Lead effective strategies to deal with resistance to change;
- Implement a change process; and
- Plan for change.

FOURTH CORE MODULE: INTEGRATION

The fourth core module consists of an individual leadership development process that allows for integration and concretisation of learning. The module both introduces and concludes the entire course (one day at the outset and culmination respectively), and also runs throughout the course with time dedicated to creating opportunities for integration and reflection. Participants will be guided to develop a portfolio of evidence (PoE) throughout the course that allows for reflection, internalisation and application of learning. After completing this module, participants will be able to:

• Translate the theory encountered in the other core modules into relevant applications in his/her personal work environment;
• Interpret and apply the sustainability leadership qualities and insights based on personal integration and self-insight acquired through reflection on the theory-praxis intersection;
• Analyse arising challenges in the work environment from a systems and complexity perspective and differentiate his/her own role with self-awareness;
• Weigh his/her leadership responsibilities in relation to his/her own personal values, that of the organisation and those of his/her colleagues; and
• Create shared values and narratives to foster relational and shared leadership in his/her teams and/or the organisation.

ASSESSMENT

A relevant and customised assessment regime will form part of the LSFP to facilitate articulation of learning into credit-bearing outcomes.

LEARNING ACTIVITIES AND TEACHING METHODS

This course seeks to engage participants through a variety of multimedia, cases and interactive discussions to ensure an enjoyable and diverse learning experience.

The course utilises the following to facilitate learning:
• Lectures and class discussions (face-to-face and/or online);
• Small group (experiential) activities;
• Guided reflection;
• Completing activities and exercises (e.g. workbook), including both in class and away from classroom settings; and
• A selection of recommended readings.

PRESCRIBED READINGS

Lecturers may prescribe various readings to facilitate understanding, class participation and guided reflection. All required material will be made available through the online Learning Management System.

FORMAT OF DELIVERY

The course delivers a set of lectures and work sessions that are presented face-to-face, virtually or through hybrid delivery modes. The modular nature of the course makes its presentation stackable to enable flexible delivery.

OUR CUSTOM-DESIGNED PROCESS

Our custom-designed process allows for flexibility and collaboration and is informed by the needs of the client organisation.

LANGUAGE OF INSTRUCTION

The course is delivered in English.

COURSE LECTURERS

The course is presented by local and international lecturers who are recognised experts in their respective disciplines.

MATRIX

Competency	Strategic direction &leadership	People management	Programme & project management	Financial management	Change management	Governance leadership	Moral competence	Planning & organising	Analysis & innovation	Knowledge & IT	Communication	Results & quality focus
Leadership for a sustainable future	X				X		X			X		
Leadership for sustainable societies	X	X			X				X			
Leadership and accountability	X			X		X	X					X
Communication		X			X						X	
People management		X			X						X	
Strategy and critical thinking	X								X			X
Change management					X							
Programme and project management			X					X				X