

Module 4: Executive leadership in dynamic environments

Lesson 1: Defining and framing leadership

1.1	Introduction
1.2	Defining leadership
1.3	Personality traits
1.4	Emotional intelligence
1.5	Motives of leaders
1.6	Reflecting on your traits, emotional intelligence and motives
1.7	Leadership behaviours and styles
1.8	Charismatic and transformational leadership
1.9	Stress

Lesson 2: Designing and developing leadership

2.1	Introduction
2.2	Organisational design
2.3	Job design
2.4	Developing leadership skills

Lesson 3: Practising leadership

3.1	Introduction
3.2	Organisational culture
3.3	Conflict, complexity, power and politics

Lesson 4: Evaluating leadership

4.1	Introduction
4.2	Indicators of leadership effectiveness

Lesson 5: Creating a culture with values

5.1	Introduction
5.2	Leading with values
5.3	Values identification and alignment
5.4	The value of values
5.5	Leading a values driven culture

Lesson 6: Planning for innovation and change

6.1	Introduction
6.2	Defining innovation
6.3	Getting to innovation
6.4	Implementing and executing innovation
6.5	Maintaining momentum
6.6	Managing the complexities
6.7	Refining and planning for the future
6.8	Connecting the domains

Lesson 7: Preparing for innovation and change

7.1	Introduction
7.2	Creating the climate
7.3	Energising a Critical Mass of potential adopters
7.4	Managing resilience
7.5	Networking to facilitate spread
7.6	Accessing feedback and managing stakeholders
7.7	Managing political issues

Lesson 8: Implementing innovation and change

8.1	Introduction
8.2	Managing the human elements
8.3	Managing the resourcing element
8.4	Managing commercialism
8.5	Managing Intellectual Property/Licensing/Copyright Issues
8.6	Negotiating agreements

Lesson 9: Leading innovation and change

9.1	Introduction
9.2	Checklist for change
9.3	Targeting and encouraging adoption
9.4	Sustaining adoption and change

Lesson 10: Identifying and managing risk

10.1	Introduction
10.2	Defining risk
10.3	Preparing for risk
10.4	Superforecasting risk
10.5	Managing risk