

Today's Leadership Challenges

Discussion Topics

<p>1) Case for change and culture of continuous change</p> <p>Most organisations and leaders under-invest in making the case for change . explaining why this, why now . or otherwise under-perform in that task</p> <ul style="list-style-type: none"> ➤ How well are you / is your unit/organisation doing on this front? ➤ How are you striking the balance between the negative side of the case (if we keep doing things this way, bad things will happen) and the positive side of the change (here's a better place, and we can make it if we apply ourselves)? ➤ What is your organisation doing to institutionalise the case for change (to develop a Singaporean mindset)? 	<p>2) Helping individuals and groups to digest disappointment and get back to a constructive mindset</p> <p>Making a powerful case for change usually helps a great deal. But in many cases, the acceptance process will take time because people will be mourning / grieving for the past, their hopes/dreams/expectations</p> <ul style="list-style-type: none"> ➤ Have you seen such grief take place and <ul style="list-style-type: none"> - an individual } Being stuck/ - a team } unable to move on - a group of employees } ➤ How did you help him/her/them get unstuck and get back into a productive mindset?
<p>3) Increasing the staff's confidence in the organisation, its leaders and themselves</p> <p>Making the case for change is a necessary but not a sufficient condition for success. The people also need to feel a strong sense of confidence in</p> <ul style="list-style-type: none"> ✓ the organisation's present and future ✓ the leaders, and in ✓ themselves. <ul style="list-style-type: none"> • How would rate the sense of confidence in these three dimensions within your organisation (which of course may be somewhat heterogeneous)? • What has been done to increase the confidence? • What aspects/practices have not helped on this front? • What else could be done to improve the confidence level? What is preventing these ideas to happen? 	<p>4) Creating a world-at-work that nurtures people's sense of self-determination, autonomy and competence</p> <p>A large body of research evidence supports Self-determination theory's proposition that behaviour tapping people's need for and sense of autonomy/self-determination, competence and relatedness leads to a range of superior outcomes.</p> <ul style="list-style-type: none"> ➤ How well do you and/or your organisation build on these three needs? ➤ What are some helpful practices? ➤ What are some unhelpful practices (i.e., managerial actions, systems or processes that end up hampering people's sense of self-determination, competence &/or relatedness and as a result reduce motivation and performance)?
<p>5) Managing oneself for sustainable high performance</p> <p>Managing organisations and teams in the new, modern world, is certainly not easy. But in that world it may be equally or even more difficult to manage oneself, i.e., to ensure that one operates at a consistently high level in a way that is sustainable for oneself and for one's family.</p> <ul style="list-style-type: none"> ➤ Individually, what are the top two challenges that each of you face in this respect? Please take a minute or two to identify them individually. ➤ As you listen to one another's challenges, what are the commonalities and differences? ➤ Do you have some advice for some of your colleagues? 	