



LEADING TEAMS
IN THE NEW NORMAL

Developing your managerial competencies to lead high performing teams with new ways of working

In recent years, external shocks have been shaking the world of business with increased frequency, intensity and unpredictability. They take many forms: geopolitical shifts, economic crises, social unrest, environmental emergencies, sanitary crises and technological revolutions. Confronted with massive disruption, volatile demand and new competition, companies need to adjust with speed and agility and sometimes reinvent themselves. Average corporate longevity is dropping and the gap between winners and losers is widening. While the predictable world of the late 20th century was rewarding efficiency, the uncertain environment of the new millennium puts increased value on resilience.

In this challenging context, young professionals are expected to innovate faster, adopt new ways of working and collaborate across traditional boundaries. They must embrace non-linear careers and lifelong learning. At the same time, they are in constant search for meaning and increasingly skeptical about long-term affiliation to one single institution. These new demands and aspirations

call for new forms of leadership and new ways to mobilize and motivate teams. In the “new normal”, team leadership should make more room for empowerment, inspiration, experimentation and risk taking while maintaining a sharp performance focus. This is particularly difficult in large traditional organizations, where bureaucracy and complexity often get in the way.

The purpose of this program is to develop the managerial competencies necessary to lead high performing teams in today's volatile and uncertain world. After raising participants' awareness about new ways of working and new leadership requirements, it explores resilient leadership at three levels: individual, team and organization:

- as a prerequisite, modern managers should first strengthen their personal resilience,
- building on this foundation, they can then discover the keys to mobilizing flexible, high performing teams,
- and shape their company's overall resilience.

LEARNING JOURNEY

A POTENTIAL LEARNING JOURNEY

(to be customized with you during the co-design phase)

Module 1 - Explore new ways of working

- Know the main disruptions impacting organizations and people
- Be aware of new ways of working
- Adopt relevant new ways of working for one's own business:
 - Working with technology
 - Working remotely
 - Working across functional lines
 - Working with external ecosystems

Module 2 - Build individual resilience

- Develop individual capacity to adapt
- Manage stress
- Manage paradoxes and uncertainty
- Develop a learning mindset

Module 3 - Generate engagement and performance of flexible teams

- Give sense to people's job (purposeful leadership)
- Inspire others
- Give and receive feedback
- Create and encourage trust
- Manage conflicts
- Develop a mentoring / coaching posture

Module 4 - Contribute to developing resilient organizations

- Work on both exploration and exploitation topics
- Develop a culture of experimentation and risk taking
- Simplify and prioritize
- Adopt agile methods: waves and sprints
- Lead / Manage change
- Take part in implementing a learning organization

SOME LEARNING APPROACHES

- Design thinking session on employee value proposition
- Testimonials on new ways of working
- Panel discussions
- Psychometric tests on individual attitude towards change
- Peer to peer exchanges
- On-the-job experimentation (if relevant)



KEY COMPETENCIES

Resilience requires strong foundations (a clear sense of purpose, relationships based on trust) and the ability to quickly adapt to a changing environment (adopting agile methods, a culture of experimentation and risk taking, a learning agility). We propose to co-design a program with you that will help your people, teams and your organization develop these key competencies.



BUILDING STRONGER FOUNDATIONS

- Deepening self-awareness
- Developing relationships based on trust
- Managing stress
- Building a clear sense of purpose



DEVELOPING YOUR AGILITY

- Acquiring a learning mindset
- Strengthening teams' autonomy
- Adopting agile methods
- Building a culture of experimentation and risk taking
- Leading change

PROGRAM DESIGN



CUSTOMIZATION

We will conduct a deep dive into your context and challenges together with you and your key stakeholders to customize the learning journey. We will address the competency areas most relevant to your people and your organization.



FLEXIBILITY

The program will be delivered as a residential seminar and / or through a mix of distance learning methods, blending different innovative learning approaches, from live virtual interactive classrooms and workshops to self-paced online content prepared by our faculty. The program can be deployed over several weeks, at your chosen rhythm, to best fit with the participants' skill gaps and schedule.



HIGH IMPACT

Working closely with our world-class faculty and experts, you will design a customized learning experience which will enable your people to address real strategic problems, harness collective intelligence and bring concrete business value to your organization.

TARGET PARTICIPANTS

General Managers, Regional Directors, Country Managers, Heads of Business Units or Functions

LANGUAGES

French & English

FACULTY

The program will involve HEC Paris faculty and experts at the forefront of the most relevant theories in their field of expertise and who keep abreast of current and future issues faced by companies in the course of their research and consulting missions.

Contact

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