

TRANSFORMATIONAL LEADERSHIP & CHANGE MANAGEMENT




**ACQUIRING HIGH-PERFORMANCE
MANAGEMENT SKILLS TO DELIVER
BUSINESS VALUE AND INNOVATION
IN VUCA TIMES**

**SAVE
USD 300
PER PERSON
BY BOOKING
3 OR MORE
DELEGATES!**

Based on contemporary evidence and cutting-edge research, this program helps senior and middle management leaders navigate VUCA (Volatile, Uncertain, Complex and Ambiguous) environments with confidence and skill. It serves as a timely and highly practical immersion into future business management, with easy to apply tools, management frameworks and new-age decisions models built for the digital age.

Designed as an intensive deep dive into modern management, this practical masterclass aims to reboot industrial age management practices in favour of new leadership behaviours needed to navigate a VUCA business landscape.

Increasing business complexity and industry transformations place dual pressure on managers looking to deliver above-average results. An effective way to respond is through the enhancement of high-performance management skills: in areas like change management, design thinking and execution leadership.



Are you asking these
10 QUESTIONS?
This masterclass will help you find
real answers:

1. How is industry convergence and digital disruption reshaping our business?
2. What can we do to actively counter rising operating complexity, or business volatility?
3. In our business, how can we increase access to real-time skills and capability?
4. Do alternate sources of talent exist? What do they look like in our industry?
5. Can we strengthen capability without adding significant fixed cost and overhead?
6. What is the ideal talent recipe for our business?
7. How can we enhance internal innovation and external collaboration?
8. How can we enhance the flow of skills and information across our network?
9. What does transformational leadership - particularly in times of change - look like?
10. What behaviours do employees look for in transformational leaders?

In a Digitally Enabled World, All Businesses are Global

THREE CAUSAL SHIFTS

The fact that the “world of work” will change rapidly as the knowledge economy accelerates, is now beyond doubt. At a systemic level, this is a direct consequence of three causal shifts, which aren't about to reverse themselves.

1 BUSINESS MODEL TRANSFORMATIONS

In a digital economy, competitors can come from anywhere. The fading of both terrestrial and industry boundaries shows us how fundamental customer, cost and talent models in common use today have limited relevance in the future.

2 DISRUPTIVE INNOVATION

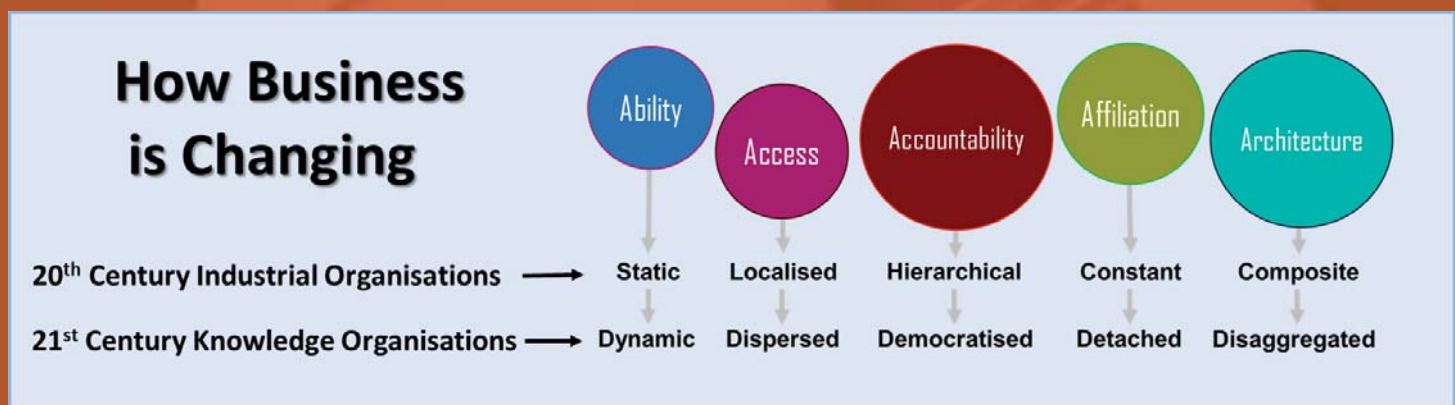
Both the consumer's concept of value and the tools we use to deliver them are evolving. With young digital native customers forming a bulk of early adopters and pacesetting buyers: companies such as Spotify, Uber, Stripe, Netflix, Amazon, Udacity and AirBNB are examples of entire markets in motion.

3 CHANGING TALENT ECONOMICS

On one hand we see an erosion of loyalty on both sides of the employment equation. On the other hand, we are witnessing an explosion of high quality contingent talent. A company's source pool now includes millions of highly skilled people, willing to work part-time, short-term and on specific tasks rather than jobs.

Five Consequences

The three causal shifts in-turn drive five consequences in how modern businesses organize and succeed. These are:



This program helps managers retool in all five areas. It reminds them of their primary role as transformation leaders who must build teams which are fast, flexible, collaborative, innovative and resilient.

DOES YOUR MANAGEMENT TOOLKIT NEED A REBOOT?

The industrial economy puts a premium on the repetitive delivery of process driven factory work. This is what delivers quality products, consistently. The knowledge economy is quite different. It puts a premium on cognitive decision making, collaborative problem solving and creative thinking. This is what delivers business value and innovation.

In practice, the shift from an industrial to a knowledge economy has proven overwhelming for management. For one, internal or external workers dealing with complex cognitive tasks seek coaches and mentors rather than supervisors or vendor managers. For another, the dispersed and asynchronous nature of intellectual work makes it infinitely more difficult to supervise and control in the short term. And finally, in an age of ideas and innovation, flexibility and collaboration matter more than ever. It is for these reasons, that the best managers will be those who can seamlessly integrate effort across the vast network of departments, outsourcing relationships, gig workers, alliances and strategic partnerships which form the modern organisation.

COURSE HIGHLIGHTS:

- ▮ Involves concepts, tools, practice and case-based learning in equal parts. Participants return to work with practical complexity and change management tools built for the digital age.
- ▮ Built around an anchor case study highlighting exemplary leadership in times of crisis and change.
- ▮ Strengthens management and organisational design thinking, allowing participants to customize and deploy innovative ideas back at work.
- ▮ Participants receive pre-and post-program reading and books to sustain learning and application.

PREWORK

- Participants are emailed three pre-reading articles covering Change Leadership / Emerging Technologies and Future Capability Management.

3-DAY MASTERCLASS

MODULE ONE

- Digital Disruption: How is it reshaping our industry?
- Job and Work Architecture: The rising tension between human and machine intelligence.
- Organisational Architecture: Organizing for speed, scale and stability.
- Distributed Talent Management: 56 common Talent Risks and 10 sources of future capability

MODULE TWO

- Managing Risk: A VUCA analysis
- Diagnosing VUCA situations and overcoming strategic inertia
- Building your Playbook: 12 strategies to apply in VUCA situations

MODULE THREE

- Transformational Leadership: An anchor case study.
- From Survival to Success in unpredictable times,
- How leaders must respond to increasing operating complexity and rewiring business through new approaches to leadership and governance.

MODULE FOUR

- Distributed Innovation: Assessment and analysis on creating a culture of shared ideas and experimentation.
- Transformation Roadmaps: Action Planning, using the 8 stages from Strategy to Execution and PITA strategy frameworks.

POSTWORK

- Prescribed chapters and relevant tools from the bestseller "Talent Economics"

GYAN NAGPAL

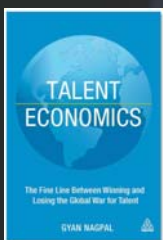
COACH (LEAD FACILITATOR)

Gyan Nagpal is an award winning talent strategist and commentator, who has deep expertise in researching ongoing changes to the global talent pool. Over the last decade, he has helped some of the world's largest and most ambitious organisations build significant business franchises across the Asia Pacific Region.

Some of the organisations where Gyan and his team have built management capability include:

- Santander
- Samsung
- Saudi Aramco
- Nedbank SA
- Woolworths
- Singhealth
- BNP Paribas
- The Central Bank of the Philippines
- BAE Systems
- Aviva
- Smith and Nephew
- Eli Lilly
- Old Mutual
- Deutsche Bank
- Grupo Kaybee
- Aon
- UBS
- The Securities Commission of Malaysia

Gyan is a Senior Fellow (Human Capital) at the Conference Board, a professional member of the NTL Institute (Washington DC) and has taught Talent Economics at universities across North America and Asia.



He is the author of the bestselling book **Talent Economics - The Fine Line Between Winning and Losing the Global War for Talent** (Kogan Page) which was picked as one of the 30 best business books of the year by executive summary major Soundview (Summary.com)





TESTIMONIALS

“Very relevant for me - resonates with numerous things we are doing internally - an excellent frame/ toolbox.”

- **Group Deputy CEO, Capitaland Limited**

“Practical strategic business approach on a subject that every business leader should make their business. i.e. the business of talent for business.”

- **General Manager, Human Resources, Public Investment Corporation**

“This was the best training course I have attended in many years. Well worth taking the time and effort out of our office and personal lives to learn and grow!”

- **Business Leader, Talent Management, Mastercard**

“Excellent, love the data analytics on Day 1”

- **Research Analyst, ARAMCO Overseas Company**

“That was great! So many light bulb moments Extremely useful”.

- **Head of Consumer Banking, Skye Bank, Africa**

“Excellent discussion, facilitation and tools. We can immediately apply to drive strategy conversations.”

- **VP HR, Global Software Company**

“One of my better investment of my professional time”

- **General Manager, HR & Admin., Goldbell Corporation Pte Ltd**

“Thank you Gyan for sharing your extra-ordinary knowledge and wisdom in this talent economy!!”

- **Director, University of Witwatersrand**

TRANSFORMATIONAL LEADERSHIP AND CHANGE MANAGEMENT

27th February - 1st March 2017
Kuala Lumpur, Malaysia

REGISTRATION

CONTACT US

RYAN MILAN

Tel: +65 6297 8545
Fax: +65 6297 8645

Email: ryan.milan@salvoglobal.com
Website: www.salvoglobal.com



Company : _____
ADDRESS : _____
TEL : _____
FAX : _____

NAME : _____
DESIGNATION : _____
TEL : _____
EMAIL : _____

NAME : _____
DESIGNATION : _____
TEL : _____
EMAIL : _____

NAME : _____
DESIGNATION : _____
TEL : _____
EMAIL : _____

NAME : _____
DESIGNATION : _____
TEL : _____
EMAIL : _____

AUTHORISATION (Registration not valid without authorisation)

NAME : _____
DESIGNATION : _____
EL : _____
EMAIL : _____
SIGN : _____
DATE : _____

SALVO GLOBAL PTE LTD

151 Chin Swee Road
Manhattan House
#03-25
Singapore 169 876

BANK TRANSFER

Salvo Global Pte. Ltd.
HSBC Singapore / Singapore
Account number:
147-255210-001 SGD
Swift Code: HSBCSGSG

INVESTMENT FEE

*INVESTMENT FEES ARE EXCLUSIVE OF TAX. BANK CHARGES AND LOCAL WITHHOLDING TAX ARE TO BE BORNE BY REGISTRANT

Regular Rate
SGD 3,195
PER DELEGATE

For Group of 3 or more,
SGD 2,995
PER DELEGATE

CREDIT CARD

Please debit my: Visa MasterCard
 Diners Amex

Card Holder's Name: _____

Card Number: _____

Security Code : _____

SIGN : _____

Expiry Date : _____ (MM/YY)

Terms and Conditions

Payment Terms: Full payment (in the currency that is reflected in invoice) is required within five (5) working days on receipt of invoice or before the event date, whichever is earlier. Salvo reserves the right to refuse admission if payment is not received as stated. Should client request payment to be made in another currency (other than the one reflected on the invoice), an additional 10% exchange rate administrative fee will be added to the invoiced amount.

Transfer: Transfer to future event or to another person is allowed upon written notification from an authorized personnel of client company. For transfer to future event(s), client shall receive a credit voucher of 90% for the amount that the client has been invoiced for (including GST, if any), which is valid for one year to be used for any future Salvo event. Transfer to future event confirmed less than two (2) weeks prior to the event will be subjected to an additional 5% administrative fee (credit voucher will bear only 85% for the amount client has been invoiced for including GST, if any). Should the value of the future event exceed the amount reflected on the credit voucher, client is responsible for the additional amount. No refunds will be made for any unutilized credit voucher amount(s). Each Credit Voucher can only be used once.

Cancellation: Registration carries a 50% cancellation liability immediately after a signed sales registration contract has been received by Salvo. Salvo has to be notified of the cancellation in writing and respond with a written acknowledgement for the cancellation to be valid. Cancellation confirmed less than six (6) weeks prior to the event is non-refundable and the full fee is payable. By signing this contract, the client agrees that in case of dispute or cancellation of this contract that Salvo will not be able to mitigate its losses for any less than 50% of the total contract value. If, for any reason, Salvo decides to cancel or postpone this event, Salvo is not responsible for covering airfare, hotel, or other travel costs incurred by clients. The fee will not be refunded, but can be credited to a future event.

No Show: No show does not constitute transfer or cancellation and the full fee is payable.

Changes: Salvo reserves the right to change event dates, location or omit event features, or merge the event with another event, as it deems necessary without penalty and in such situations no refunds, part refunds or alternative offers shall be made. In the event that Salvo cancels the event permanently for any reason whatsoever, (including, but not limited to any force majeure occurrence) the client shall receive a credit that the client has paid to such permanently cancelled event, valid for up to one year to be used at another Salvo event. No refunds, part refunds or alternative offers shall be made.

Tax: Registration fees exclude tax. For client outside Singapore, the sum payable is as the listed fees, exclusive of tax. To this sum shall be added either Singapore's Goods and Services Tax (GST) for Singapore-based client or any other local tax or withholding tax from client's country of origin, if any.

Governing law: This Agreement shall be governed and construed in accordance with the law of Singapore and the parties submit to the exclusive jurisdiction of the Singaporean Courts in Singapore. However Salvo only is entitled to waive this right and submit to the jurisdiction of the courts in which the client is located.

Indemnity: Should for any reason outside the control of Salvo, the venue or speaker(s) change, or the event be cancelled due to an act of terrorism, extreme weather conditions or industrial action, Salvo shall endeavour to reschedule but the client hereby indemnifies and holds Salvo harmless from and against any and all costs, damages and expenses, including attorneys fees, which are incurred by the client.