500 WORDS ON LEADERSHIP DEVELOPMENT

EVERYONE IS A KNOWLEDGE LEADER

....or quickly obsolete.

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The future of leadership development will not rely on digital technology alone. It will be a clever mix of sophisticated digital and collaborative face-to-face learning among peers.

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Keeping pace with the rapidly developing world of technology is a huge challenge for leaders. The flood of information from the media, the abundance of data, and the overwhelmingly fast development of new knowledge can cause older and wiser leaders to quickly become outdated; they are often then overtaken by young employees who simply know how to manage data better or how to learn using new technology. Future thinker, Yuval Noah Harari describes such a change in who is now defined as knowledgeable. Older individuals, once thought to be wise, are nowadays surpassed by the younger generation because they no longer hold vital and applicable information. The new generation – with instant access to democratised and digitised knowledge – has the means to collect more information in one week, according to Harari, than an old wise man could in his whole lifetime.

"Today, everybody is a knowledge leader"

In order to develop a deeper understanding of the impact of digitalisation, CLP conducted the 2016 Leading Digitalisation survey. Most of the respondents emphasised the great influence of information and data knowledge, which is undoubtedly prominent: "Information is no longer controlled by a top down process or a need-to-know basis. It is accessible to anyone with a handheld device. Everybody today is a knowledge leader".

One engaging and effective way to acquire the latest knowledge on almost any topic – as well as possibly contributing to career advancement – is the use of virtual learning platforms. Massive Open Online Courses, known as MOOCs, are very popular options.
There are various MOOC providers – mostly universities or educational academies – and the most popular ones are coursera and edX.

The courses are free of charge and delivered entirely online, which guarantees maximum flexibility and self-paced learning. The average course duration is four to six weeks, requiring a time commitment of two to five hours per week. Connecting and sharing ideas and knowledge with other learners, or even with experts, is a crucial part of most MOOCs.

Despite all the advantages of MOOCs, their heritage is teaching and lecturing versus collaboration and social learning; such interaction is crucial for peers working together in one organisation. Furthermore, digital teaching approaches are pre-fabricated, allowing little customisation. CLP believes that continuous customisation to the needs of organisations is key in order for organisations and employees or students to be able to react to an ever-changing world, markets, and strategies.

We believe the future of corporate learning is not simply teaching or lecturing in digital form.

CLP has always had the reputation of being an experienced provider of customised leadership development programmes, particularly face–to-face programs, using the power of collaborative learning. Nonetheless, due to the drive of digitalisation in leadership development, CLP designs increasingly use virtual tools and digital learning architectures, building our own digital platform in order to profit from the best of both worlds: using the advantages of digital and social, face-to-face learning and collaboration. This guarantees widespread and democratic access to knowledge and practical tools to use in day-to-day life, as well as setting moderate costs for learning, overcoming geographical boundaries, and at the same time using the power of collaboration of peers.

M – MASSIVE: available over the Internet without charge to a very large number of people.
O – OPEN to all who are personally interested in the topics and accessible by (almost) anyone anywhere as long as they have an Internet connection.
O – all aspects of courses are delivered ONLINE (videos, supporting material, self-tests, weekly assignments, discussion forums).
C – a full COURSE experience, including educational content, interaction among peers and experts, assignments, and options to receive a certificate or record of achievement.

CLP is excited to accept future challenges and drive leadership learning through a more digital and collaborative approach. To avoid the general drawbacks of digital and online learning formats like MOOCs, CLP is proud to connect digital formats with in-person learning formats in our latest learning products. Below are three learning formats for top leaders, teams, and managers that combine digital and in-person learning with a high degree of customisation.

e-PGC

ePGC stands for electronic or virtual Peer Group Coaching. ePGC is a virtual learning approach that guides participants (peers) through a detailed and comprehensive peer coaching process, so that leaders are able to sustain each other professionally. ePGC surpasses geographical restrictions and adapts to participants' time requirements and needs. It allows learning and organising online, while enabling meetings between real people using the help of online meeting platforms like Webex or Skype Business.

The ePGC journey is comprised of six virtual sessions, with five ePGC meetings in between. The six sessions focus on process and content and are virtually mediated, while the ePGC meetings are mainly based on participants' responsibilities.

After each ePGC meeting, participants are asked to evaluate the sessions and the degree of learning by means of an online survey. This helps peers to analyse their performance and understand what can be improved.

TPT

The Team Performance Tool (TPT) is an easy-to-use and fast online diagnostic instrument that provides teams with immediate feedback about needs, strengths, and critical team performance data.

This innovative instrument comprises of an easy-to-use and short online questionnaire with 15 questions. Based on the results of lessons learned from a three year change management project, extensive research, and trial and error, the questions cover five main areas that make teams more successful.

The beauty of this approach is self-responsibility: teams and their members can decide if and when they want to check on team performance. They can easily assess results, fix minor team irregularities, or ask for professional help if needed.

Virtual Change

Virtual change is an e-course for collaborative learning that helps participants assess and share their change cases. Following the completion of the e-course, participants go back into the organisation to drive their own change. Interventions, results, and changes are supervised by peers and other stakeholders.

Don't get left behind! If you keep up with new knowledge, trends, fads, and manage your data cleverly today, you can avoid being an outdated or obsolete leader tomorrow.

Yours,
Verena Beckhaus, Chiara Consoli and the CLP-team

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