

META LEADERSHIP PROGRAM

- *IMPACT:*
Transformational Leadership Development

Objectives of our program are to:

- Develop leaders with high integrity, strong emotional quotient and deep commitment to high-performance.
- Help participants learn critical leadership competencies and skills for successful leadership within the organization

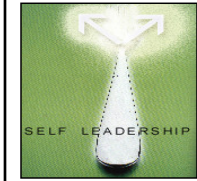
IMPACT: TRANSFORMATIONAL LEADERSHIP DEVELOPMENT PROGRAM

IMPACT: Transformational Leadership Development Program (TLDP) is a premier learning program customized by META for leaders in the organization.

OUTCOMES

Participants will embrace fresh leadership paradigms, lead high performing teams, develop human potential, and solve problems using frameworks to become great leaders.

- *IMPACT* is a modular-based leadership program conducted over a one year period.
- After each module, participants undertake a SALT project to transpose learning into their workplace



DAY ONE

INSIDE: SELF-LEADER

DAY TWO

ETHICS: MORAL LEADER

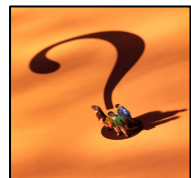


DAY THREE

PLAN: STRATEGIC LEADER

DAY FOUR

META: CHANGE LEADER



DAY FIVE

ASSESS: COMPETENT LEADER

METHODOLOGY

The workshop combines

- self assessment
- lectures
- role-plays
- group discussions
- videos
- case studies &
- group projects

A major part of the workshop is very interactive to create greater self-awareness plus learning experience from peer group members.

IMPACT

SERIES ONE

META
TRANSFORMING TOMORROW TODAY



DAY ONE

**AGREE: CONFLICT
RECONCILIATOR LEADER**

DAY TWO

**LEGACY: SUCCESSION
PLANNING LEADER**



DAY THREE

**TOGETHER:
COACHING LEADER**



DAY FOUR

SHARE: DEVELOPING LEADER



DAY FIVE



INSPIRE: VISIONARY LEADER

METHODOLOGY

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IMPACT

SERIES TWO

META
TRANSFORMING TOMORROW TODAY

IMPACT SCHEDULE

Module 1

Day 1

INSIDE: SELF-LEADER

Day 2

ETHICS: MORAL LEADER

Day 3

PLAN: STRATEGIC LEADER

Day 4

META: CHANGE LEADER

Day 5

ASSESS: COMPETENT LEADER



**SALT Project 1
Commences**

Module 2

Day 1

AGREE: CONFLICT RECONCILIATOR LEADER

Day 2

LEGACY: SUCCESSION PLANNING LEADER

Day 3

TOGETHER: COACHING LEADER

Day 4

SHARE: DEVELOPING LEADER

Day 5

INSPIRE: VISIONARY LEADER



**SALT Project 2
Commences**

**6 months
interval**

SALT

“Intentional in Strategic Implementation”

S STRATEGIC

- Implement mission critical assignments to achieve organizational objectives.

A ACTION

- Select change champions, map out game plan & set deadline to achieve quick wins (META SALT template will be used).

L LEARNING

- Learn by doing as assignments are executed to improve on future projects.

T TEAM

- Promote cross-functional learning opportunity by working together to solve common organizational challenges.

SALT

SALT & Role of Sponsors

The SALT project

- is selected and embarked on by participants at the end of each leadership module
- is a mission critical project. Project selection will be made stringent to ensure that project outcomes have a significant impact on the organization. It will be within the participant's existing job scope and will not be an additional assignment
- is for participants to demonstrate the leadership competencies and skill sets learned during the program. Additionally, the participant's ability to translate concepts and skills into their workplace will be looked at.
- can become part of the participant's PMP (Performance Management Process)

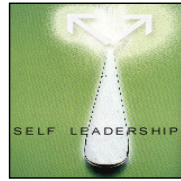
SALT

SALT & Role of Sponsors

Role of Sponsors

- Approve *SALT* project after each module by confirming with participant and Meta consultant. *SALT* Project must be a mission critical project based on a specific leadership perspective, framework or competency learnt during the program.
- Meet with participant *at least three times* for 1- 2 hours within a 6-month period to debrief and follow through on the project and to ensure participant tracks milestones, meets deadlines and delivers on outcomes.
- Participate when necessary in discussions with the participant and Meta Consultant on the project progress (through conference calls etc.)
- Sign off on project with their input when project is completed.

SERIES 1 - MODULE 1
INSIDE: SELF-LEADER



TOPICS

- Leading from Inside
- Meta 4 C Leadership Model:
 - **Centered**
 - **Call**
 - **Competence**
 - **Character**
- Can/Want/Should Model
- Maximizing Personal Effectiveness
- Appreciating Personality Type: MBTI
- Applying Personality Type to Work Situations

ACTIVITIES

- Experiential Activity: “KNOWN & UNKNOWN”
- ‘Meta Hand’
- Video: The Emperor’s Club
- Personal Leadership Reflection: Success & Failure
- MBTI Instrument: The Four Dimensions
- The Star Activity
- Word Association
- Communication between “I” and “E”

IMPACT

SERIES 1 - MODULE **2**
ETHICS: MORAL LEADER



TOPICS

- Ethical Issues and Challenges Today
- What Is Ethics?
- How Is Ethics Applied In Organization?
- Ethical Problems Applied
- Corruption – Definition and Issues
- Preventing Organizational Corruption: What Leaders Can Do?

ACTIVITIES

- “Reading: Al Erisman Ethix Magazine
- Asian Case Studies: Emron, National Kidney Foundation (NKF)
- Reviewing Ethical Policies
- Implementing Ethical Standards

SERIES 1 - MODULE **3**
PLAN: STRATEGIC LEADER



TOPICS

- What is Strategy?
- Types of Strategy
 - Need-Based
 - Variety-Based
 - Access-Based
 - Competency-Based
 - Analyzing the Implementation
- The One-Page Definition
- The Connected Activities Map
- Reformulating Strategy For the Organization
- Role Of Leadership In Strategy: Discerning, Defining, Deciding, Deselecting, Disseminating, Disciplining,

ACTIVITIES

- Reading: Michael Porter: “What Is Strategy?”
- Case Study: Southwest Airline, Ikea & Vanguard
- ‘Live’ Case Study: Special Guest CEO to present strategy
- Formulating New Strategy For Special Guest
- Defining the Organization One-Page Strategy
- Mapping the Organization Connected Activities

SERIES 1 - MODULE 4
META: CHANGE LEADER



TOPICS

- Challenges Facing Leaders Today
- Why Change Fail?
- META Change Framework:
 - **Mapping The Plan**
 - **Encouraging The Heart**
 - **Transposing Into Action**
 - **Analyzing the Implementation**
- Mapping The Plan: Driving The Urgency
- Encouraging The Heart: Developing Strong Relationships
- Transposing Into Action: Executing A Communication Strategy
- Analyzing The Implementation: Encouraging Feedback Loop
- How to Inculcate A Culture: Making It Stick

ACTIVITIES

- READING: John Kotter: Leading Change
- DVD: Race Without A Finish Line
- META Change Framework Project
- “The Sour Grape”
- DVD: “The Grape Vine”
- Communication Strategy Formulation Plan
- Developing The FAQ
- Identifying Feedback Channels

MODULE 1 - DAY 5

ASSESS: COMPETENT LEADER



TOPICS

- Understanding Leadership Competence
- Characteristics of Successful People
- The Darker Side of Strengths
- Derailment Factors
- Understanding Feedback
- Top Ten Reasons for Rejecting Feedback
- Using Leadership Assessment Instrument: Focused Drive, Emotional
- LAI: Reflect, Assess, Understand, Interpret, & Create
- Creating a Development Plan

ACTIVITIES

- “Ring Of Truth” Personal
- Video: Cool Runnings
- Personal Leadership Reflection: Success & Failure
- Leadership Assessment Instrument (LAI):
- The “Two Question” Survey
- DVD: “His Airness”



TOPICS

- What is Conflict Recovery: Self, Relational & Organizational Recovery
- What happen when we don't recover?
- Difference between negotiation, reconciliation
- Interest-based Mediation
- Mediation Skills
 - **Uncovering Interests**
 - **Problem-issue Questions**
 - **Resource-based Questions**
 - **Reframing Skills**
- Designing Conflict Management System in Organization

ACTIVITIES

- Reading: John Ng: "Conflict Recovery"
- Reflection: Personal Self-Recovery
- 'Live' Case Study: Special Guest CEO on Conflict Recovery
- Case-Study: Organizational Recovery
- Applying Conflict Management System in organization
- Role-Play: Uncovering Interests
- Role-Play: Problem-Issue Questions
- Role-Play: Resource-Based Questions
- Reframing Skills Practice

SERIES 2 - MODULE 2
**LEGACY: SUCCESSION
PLANNING LEADER**



TOPICS

- What is Leadership Legacy?
- Why do Succession Planning?
- Perspectives In Succession Planning
- Potential/Performance Grid
- Meta Succession Planning Framework
 - **Clarifying Outcomes**
 - **Creating A Rationale**
 - **Analyzing Bench Strengths**
 - **Identifying Successors**
 - **Developing Leaders**
 - **Designing Succession Planning System**
 - **Planning Implementation**
 - **Conducting Evaluation**
- Critical First Steps
- Issues in Succession Planning

ACTIVITIES

- Reading: Peter Chao: “Leadership Legacy”
- Case Study on Key Issues: Organization Case Study
- ‘Live’ Case Study: Succession Planning Organization
- Applying Meta Succession Planning Framework ToolKit
- Dealing with practical issues in succession planning

SERIES 2 - MODULE **3**

TOGETHER: COACHING LEADER



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TOPICS

- Coaching As Organization Culture
- Elements of A Coaching Culture
- Case Study: The Coaching Program
- META Coaching Program Framework
- Applying the Framework to Organization
- Role Of Leadership In Coaching Culture

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ACTIVITIES

- ‘Live’ Case Study: Special Guest CEO to present coaching framework in his/her organization
- Applying Meta Coaching Framework For Organization
- Defining the Organization One-Page Strategy
- Mapping the Organization Connected Activities

SERIES 2 - MODULE **4**
SHARE: DEVELOPING LEADER



TOPICS

- What is Shared Leadership?
- The Shared Leadership Team
- Key Issues in Leading the Shared Leadership
- What Makes a good No.2?
- Review 'Can/Want/Should' Model
- Motivating Leaders: Key Factors
- Radiating Possibility

ACTIVITIES

- Reading: Warren Bennis: "Co-Leadership"
- Case Study on Key Issues: Organization Case Study
- Applying Can/Want/Should Model to Organization
- 'Live' Case Study: Motivating A Leadership Team
- DVD: Ben Zander: Radiating Possibility
- Experiential Activity: Group Juggle



TOPICS

- What is Vision?
- What Is Organization Culture?
- Why Core Values?
- Driving Vision & Core Values
 - Believe
 - Practice
 - Inculcate
 - Communicate
- Transposing Core Values Into Behaviors
- Inculcating Core Value Practice
- Communication Strategy
- Issues in Cultural Transformation

ACTIVITIES

- Reading: Jim Collins: "Build to Last"
- Case Study on Core Values
- 'Live' Case Study: How Planning Organization Inculcate Core Values
- Transposing core values into practice
- Dealing with practical issues in cultural transformation

LEADERSHIP PROGRAM BENEFITS

- ***Perform Self-Assessment Using Instruments***

Analyze and appreciate own personality types, management styles, leadership competencies and weaknesses through the use of instruments such as the MBTI, 360° Feedback Leadership Managerial Assessment Instrument (LAI) and 360° Feedback Style Questionnaire (MSQ).

- ***Manage Change Effectively***

Learn how to manage change in the organization and reduce stress points by implementing the META change framework and managing the emotional side of change.

- ***Develop a High Performance Team***

Learn how to build and lead high performance teams through building a trust culture, vision-casting and understanding engagement/motivation factors.

LEADERSHIP PROGRAM BENEFITS

- ***Acquire Critical Leadership Skills***
Develop various skill-sets to utilize in the workplace: including effective coaching skills to mentor and support team members, conflict management skills to manage conflicts from escalating and methods of providing constructive feedback (both positive and negative) to manage staff performances.
- ***Understand Strategy in a Team Environment***
Be equipped to execute plans and implement strategy with good techniques in a team environment
- ***Keep on Track Towards Great Leadership***
Understand leadership derailment factors to prevent burnout and fall-out.