

## Advanced Leadership Skills

**Days:** 1 (8 hours)

**Prerequisites:** In order to apply the concepts in this workshop with fidelity, participants **MUST** have taken one of the following: Leadership Skills for Supervisors, Overcoming Team Dysfunctions, or Leadership 101.

**Audience:** Mid-level managers, Supervisors, and Upper-level managers. This course is not suggested for new/emerging leaders.

**Description:** Leaders today operate in environments filled with competing demands – stability vs. change, short-term vs. long-term, autonomy vs. control. These tensions are not problems to solve, but paradoxes to manage. This course introduces the Adaptive Paradox Leadership™ Model in a practical framework for navigating complexity through a dynamic leadership cycle – **Frame-Hold-Sense-Act-Rebalance™** – supported by four integrated tools –**Paradox Mindset, Tensional Leadership, Theory U™**, and **Act/Think Experimentation** – to develop a leadership rhythm that balances reflection and action. This course equips leaders to stay grounded, agile, and effective in the face of uncertainty and change to lead with clarity, resilience, and confidence in complexity.

**Course Objectives:** This workshop teaches participants how to:

- Explain the concept of paradox and why it matters in modern leadership
- Identify common organizational paradoxes and the risks of one-sided responses
- Apply the Tension Compass™ to map the upsides and downsides of competing demands
- Practice pausing and sensing to uncover deeper insights before acting
- Design small, safe-to-fail leadership experiments using the Act/Think approach
- Integrate these tools into the Adaptive Paradox Leadership™ Model (Frame-Hold-Sense-Act-Rebalance Cycle™)
- Reflect on personal leadership tendencies (toward reflection or action) and strategies for navigating between them

### OUTLINE:

#### LESSON 1: COURSE OVERVIEW

The instructor will spend the first part of the day getting to know participants and discussing what will take place during the workshop. Participants will have an engaging activity that will give them the opportunity to identify their personal learning goals.

#### LESSON 2: INTRODUCTION TO ADAPTIVE PARADOX LEADERSHIP™

Participants will discuss why traditional “either/or” problem-solving is no longer enough. They will begin interactively exploring the leadership model called Adaptive Paradox Leadership™ -- a way of thinking that helps leaders hold tensions ( for example, the struggles listed in the description) AND still move forward with their team for better productivity.

This is the first building block of the larger model that will be explored later.

#### LESSON 3: LEADING WITH A PARADOX MINDSET

Leaders often feel pressure to choose one side of a tension in order to have a quick solution, only to find that it doesn't work. Leading with a paradox mindset means the leader is learning to see tensions as opportunities rather than problems to eliminate. This mindset is the foundation of the Adaptive Paradox Model. Participants will discuss these concepts then practice them in a case study by applying it to leadership dilemmas.

#### LESSON 4: TENSIONAL LEADERSHIP

Using the paradox mindset from the previous session, participants will then delve into using the

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Tension Compass™ -- a practical tool that helps leaders surface these tensions and work with them adaptively over time. It is the second building block of the Adaptive Paradox Model and the participants will explore mapping their own Tension Compass with its four steps: 1) Identifying the tension(s); 2) Exploring each tension's strength; 3) Exploring the risks of over-favoring either tension, and 4) identifying small adaptive moves that keep both tensions in motion without allowing one to dominate.

### LESSON 5: THEORY U™

This session guides leaders in slowing down to sense and reflect – without judgment – before taking action, following the flow of the “U” process. Participants will explore and practice the essential steps of Theory U, which form the reflective foundation of the Adaptive Paradox Model.

### LESSON 6: ACT LIKE A LEADER, THINK LIKE A LEADER

Trying new behaviors and small experiments allows leaders to learn and adapt in real time. In this session, participants will explore the concept of “experimenting forward” -- an action-oriented approach that encourages leaders to move ahead with ideas even before every detail is fully worked out. While this may seem contradictory to traditional leadership norms, it complements the reflective practices introduced in the previous Theory U session. Together, these approaches form a balanced toolkit within the Adaptive Paradox Model of Leadership, blending thoughtful introspection with bold, iterative action.

### LESSON 7: BUILDING YOUR ADAPTIVE PARADOX MODEL

In this final session, participants will integrate all components of the Adaptive Paradox

Model – paradox mindset, tensional leadership, Theory U, and experimentation – through a culminating exercise. They will design a personalized version of the model to apply within their organizational roles over the next two weeks.

### WORKSHOP WRAP UP

At the end of the workshop, participants will have the opportunity to ask any final questions, complete their Personal Action Plan, and fill out a Training Satisfaction Survey.