ITD WORLD

Your Global Coaching &
Leadership Development Partner

Leading through Disruption

July 2025 edition

A special edition
from ITD Vietnam

Letter from the Editors

Dear valued readers,

This month we address a constant in today's business environment: Leading through Disruption.

First, we'll explore practical approaches for leading change initiatives successfully, including communication strategies, stakeholder engagement techniques, and methods for overcoming resistance to change. This will provide a framework for organizations to implement and manage change effectively, minimizing disruption and maximizing positive outcomes.

Furthermore, drawing on insights from Rebecca Zucker & Darin Rowell's work in HBR, we'll explore 6 Strategies for Leading Through Uncertainty. These strategies offer practical guidance for leaders facing ambiguous situations, helping them to maintain focus, inspire confidence, and guide their teams through challenging times.

By focusing on effective change management principles and embracing strategies for leading through uncertainty, organizations can develop the resilience and adaptability needed to thrive in today's dynamic business landscape.

We encourage you to share your experiences and insights on leading through disruption within your organizations. Let's explore together how we can cultivate leaders who can effectively navigate change and uncertainty!

Wishing you a month of insightful exploration!
Warm regards,

ITD World Vietnam

Change Management: How to Champion It

Change Management: How to Champion It

3 Levels of Change Management

1. Personal
Resistance to change is a natural human response, stemming from both physiological and psychological factors. However, with proper support and guidance, one may become better equipped to adapt and thrive amidst disruption. At the personal level, effective change management requires leaders and managers to comprehend the individual transformation process and identify the essential catalysts for change. Key considerations for leaders include:

- Determining the critical messages employees need to hear, their timing, and the appropriate source.
- Identifying the optimal timing for training employees in new skills.
- Providing coaching and mentorship to facilitate behavioral change.
- etc.

2. Organizational
Leading change at the organizational level is integral to successful project management. This involves identifying the specific individuals or teams requiring change to achieve desired business outcomes and determining the best approaches to facilitate this.

Organizations must develop comprehensive plans to foster awareness, enhance leadership capabilities, and provide necessary learning opportunities to support team members throughout the process.

3. Enterprise
At the enterprise level, the focus is on driving competitive advantage by refining organizational roles, structures, processes, projects, and leadership capabilities. The ultimate objective is to enable individuals to adapt to change more efficiently, empower businesses to respond swiftly to market shifts, embrace strategic initiatives, and swiftly integrate new technologies.

Change Management: How to Champion It

Change Management Process

From a procedural standpoint, change management encompasses a series of steps that guide individuals or teams through a particular project or initiative. It entails devising a strategy and plan aimed at navigating the team through periods of flux. The process typically consists of three primary stages:

1. Design

- **Define the need for change:** This involves identifying the driving forces behind the change and the expected benefits. What problem are you trying to solve, or what opportunity are you trying to capture?
- **Set SMART goals:** SMART stands for Specific, Measurable, Achievable, Relevant, and Time-bound. Clearly define what success looks like for the initiative. How will you measure progress and know when you've reached your goals?
- **Develop a plan:** This plan outlines the strategies and tactics for implementing the change. It should include:

  - *Communication strategy:* How will you communicate the change to all stakeholders? What are the key messages?
  - *Stakeholder analysis:* Who will be impacted by the change? How will you address their concerns and gain their buy-in?
  - *Learning and development:* What training is needed to ensure everyone has the skills and knowledge to work effectively under the new way of doing things?
  - *Risk management:* Identify potential risks and develop mitigation strategies.

2. Implement

- **Launch the change:** The next phase is where you put your plan into action. This may involve piloting the initiative with a small group first, depending on its scale and complexity.

- **Communication and activities:** Keep everyone informed throughout the process. Address concerns, provide ongoing support, and celebrate successes along the way.

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Change Management Process

- **Monitor and adapt:** Track progress towards your goals and be prepared to make adjustments to the plan as needed.

3. Sustain

- **Reinforcement and recognition:** Embed the change into the organizational culture by reinforcing the desired behaviors and recognizing those who are championing the new way of working.
- **Continuous improvement:** Change is rarely a one-time event. Look for ways to continually improve the new process or system.

For those in senior positions, their role in such initiatives is not merely advocating for transformation; it's about demonstrating commitment to change – both personally and organizationally. Leaders are expected to act as coaches who provide guidance and support to their teams throughout the transformation journey. This forms the foundation for organizations to operate more efficiently and successfully, particularly in today's volatile, uncertain, complex, and ambiguous (VUCA) environment.

Change management transcends mere communication and training. It's about adhering to a structured process while employing a comprehensive toolkit to drive successful organizational and individual change.

The Importance of Change Management

In today's volatile business landscape, the significance of investing in change management strategies cannot be overstated, whether at the micro or macro levels.

1. Organizational change begins with individuals

Businesses don't change, only people change.

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While it may be tempting to view change solely from an organizational lens – focusing on aspects like financial structures, system integration, or office locations, especially during mergers or acquisitions – it's crucial to recognize that <u>organizational change</u> is fundamentally driven by individual transformation. Each member's adaptability and willingness to embrace disruption lay the groundwork for successful transformation. Without everyone adapting their daily routines and work practices, even the most well-intentioned efforts are likely to fall short of producing meaningful results.

2. Cost-effective approach

Organizations that overlook the human elements typically faces several detrimental consequences, including:
- Widespread productivity declines
- Reluctance from the management to allocate necessary time or resources
- Key stakeholders being absent from crucial meetings
- Disruptions in business operations noticed by suppliers and customers

- Decreased employee morale and increased internal divisions
- Elevated levels of stress, confusion, and fatigue
- High turnover rates
- Projects running behind schedule, exceeding budgets, or even being abandoned
- etc.

Fortunately, these outcomes can be mitigated through a structured approach that prioritizes people.

3. Enhanced business success rates

Empirical evidence underscores the profound impact of effective change management on business success. According to Prosci's research, organizations with excellent change practices saw <u>93% of their leaders</u> meet or exceed their objectives. In contrast, only 15% of organizations with poor change practices achieved their goals. In essence, implementing a robust change management strategy can amplify a business's chances of success by up to sixfold!

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Challenges of Change Management

Implementing change in the workplace is inherently challenging, and in today's fast-paced business environment, the pressure to adapt quickly has intensified. According to McKinsey's research on business transformation efforts, the failure rate stands <u>at nearly 70%</u>. Recent economic downturns have further compounded the complexities of leading change in organizations.

As mentioned, resistance to change is a natural human response. Disruptions to personal expectations can induce discomfort, even when the changes are positive, such as marriage or parenthood. Here are some common reasons behind such a reaction and their implications:

- **Lack of capability:** Employees may lack the necessary skills or knowledge to adapt to new changes. Fear of the unknown may hinder participation in training programs – while concerns about not understanding new systems or being overshadowed by more proficient colleagues will just further exacerbate resistance.
- **Lack of trust:** A deficit of trust results in skepticism towards change initiatives. People may fail to see the benefits of the new processes or perceive change as too challenging or risky. There may also be fears that their contributions will be devalued in the new setup.
- **Change fatigue:** Constant disruptions demand significant mental and emotional energy. The feeling of exhaustion from continuously adapting – similar to navigating multiple languages while traveling – may give rise to a phenomenon named "change fatigue". Overexposure to frequent system changes, reorganizations, or mergers can diminish employees' enthusiasm for further upheavals.
- **Personal challenges:** Personal issues, such as nearing retirement, going through a divorce, or dealing with serious illness, may also cause people to become resistant to change. While they may understand the rationale behind the change intellectually, emotional acceptance may prove to be challenging.

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- In such situations, <u>com-passionate leadership</u> that understands and supports employees' personal challenges is crucial to fostering a positive environment.

Resistance to change should not be viewed as an indication of disloyalty or incompetence. An effective strategy should encourage open dialogue, allow all stakeholders to voice their concerns, and ensure that change is not imposed but collaboratively embraced.

10 Tips for Effective Change Management

1. Address change resistance

Any significant transformation inevitably introduces "people challenges." As new leaders assume roles, job responsibilities evolve, and new skills become essential, employees may experience feelings of insecurity and resistance. Addressing these concerns reactively rather than proactively can adversely impact the pace, morale, and overall outcomes of the initiative.
To effectively manage change resistance, organizations must adopt a structured approach. This begins with the <u>senior leadership</u> team and extends to <u>engaging key stakeholders</u> and leaders throughout the organization. Early development of this approach, coupled with regular adjustments as needed, is crucial for success. This necessitates a continuous cycle of information gathering, analysis, planning, and strategic redesign to ensure alignment with evolving organizational needs and objectives.

2. Start from the top level

When faced with the inevitability of change, all eyes naturally turn to the CEO and the leadership team for guidance, support, and decisive action. Leadership must not only embrace new approaches but also <u>inspire and motivate</u> employees through the transformation journey. They serve as role models, embodying the desired corporate behavior and setting the tone for the entire company.

Collaborative synergy within the executive team forms a critical foundation for organizational success.

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Example:
Imagine a large retail chain facing a decline in foot traffic due to the rise of online shopping. The CEO recognizes the need for change and announces a major digital trans-formation initiative, focusing on revamping the e-commerce platform and strengthening the omnichannel experience (blending online and physical shopping).

Initially, excitement is high. However, the leadership team quickly throws itself into implementing technical changes without addressing employee concerns. Sales staff worry about job security and lack the training or support to effectively navigate the new online systems. This leads to confusion, frustration, and ul-timately, a decline in customer service quality. Sales figures continue to drop despite the new technology.

Recognizing this misstep, the leadership team shifts its focus. They hold town hall meetings to explain the vision and rationale behind the changes – as well as invest in employee training and create a culture of open com-munication. Leaders spend time on

the shop floor, working alongside employees to understand and address their concerns. This fosters a sense of ownership and collaboration. Gradually, staff become comfortable with the new systems and embrace the omnichannel approach. They can now better assist customers who want to browse online and pick up in-store, or vice versa. Sales figures begin to climb as a result.

3. Set expectations for all tiers
As transformation initiatives evolve from defining strategies and setting goals to designing and implementing changes, they impact every tier of the organization. A comprehensive change manage-ment effort should involve planning for leaders at all levels, cascading responsibility for design and execution throughout the organ-izational hierarchy to create a cohesive flow across the enter-prise. Each layer should have leaders who are not only aligned with the company's vision but also underlined equipped with the skills, knowledge, and motivation to drive change effectively.

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- **Top Layer:** *The executive team defines the strategic vision for the shift towards EV production, focusing on efficiency, sustainability, and market competitiveness.*
- **Middle Layer:** *Senior managers and engineers translate this vision into actionable plans. They identify specific areas for process improvement, design new production lines for EVs, and select necessary technology.*
- **Frontline Layer:** *Team leaders and production workers are actively engaged in the change process. They receive training on the new EV technology, participate in pilot programs for streamlined processes, and provide valuable feedback on implementation challenges.*

By involving each layer of leadership, the company benefits from <u>diverse perspectives</u> and expertise. Team leaders and workers, closest to the actual production line, can identify potential bottlenecks and suggest effective solutions. This collaborative approach fosters ownership and buy-in at all levels, leading to a smoother transition to EV production. With everyone aligned and empowered, the company achieves its goals of increased efficiency and successful EV launch.

4. Formalize the change

Logical employees often question the extent of change required, the direction in which the company is heading, and their willingness to embrace change. Formalizing the initiative through a written vision statement is a pivotal step in aligning leadership and teams. This process can be structured in the following three steps:

- **Acknowledge reality:** Clearly articulate the need for change, providing compelling reasons that resonate with employees.
- **Inspire confidence:** Express unwavering faith in the company's future and the leadership's role in guiding the organization through change.
- **Provide clear guidance:** Offer detailed instructions on expected behaviors and decision-making processes.

Leadership should customize this message for different internal audiences,

Change Management: How to Champion It

presenting the impending change in a context that resonates with each group. Regular team coaching sessions may further facilitate open communication and foster alignment around shared objectives.

Example:
A large hospital system is facing increasing pressure to reduce costs while maintaining high-quality patient care. Leaders recognize the need for change and understand that a clear vision statement is crucial for employee buy-in.

They utilize a formalized, three-step approach:

- ***Acknowledge reality:*** *The vision statement openly acknowledges the challenges of rising costs and the need for operational efficiency.*
- ***Inspire confidence:*** *It emphasizes the hospital's unwavering commitment to patient care and highlights future investments in cutting-edge technology and staff development.*
- ***Provide clear guidance:*** *The vision outlines specific areas for improvement, such as*

streamlining administrative processes and exploring cost-effective treatment options, while ensuring these changes prioritize patient well-being.

However, the hospital leadership goes beyond a single document. They customize the message for different departments. For example, doctors receive a vision statement that emphasizes continued investment in medical equipment and research opportunities. Nurses are presented with a vision that focuses on streamlining administrative tasks to free up more time for direct patient interaction.

Regular town hall meetings and Q&A sessions further facilitate open communication and address employee concerns. This multi-pronged approach fosters a sense of shared responsibility and empowers staff to contribute to achieving the defined goals. The clear vision statement, combined with ongoing communication, helps navigate the change process while maintaining staff morale and ensuring continued high-quality patient care.

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5. Establish ownership

Effective change management demands that leadership proactively engage in motivating employees to embrace the new direction. Managers must be prepared to take ownership and ensure that the change is implemented across all areas under their purview.

Ownership can be fostered by cultivating a participative environment where employees are encouraged to identify challenges and contribute to solutions. <u>Such engagement</u> can be reinforced through tangible incentives, such as bonuses, or intangible rewards, like fostering strong interpersonal relationships and a shared sense of purpose.

Example:
A software development company is planning a major upgrade to its core product. They recognize the importance of employee buy-in for a successful launch.

To foster ownership, leadership implements a two-pronged approach:

- ***Participative environment:** Developers are actively involved in the process. They participate in workshops and brainstorming sessions, identifying potential challenges with the new system and suggesting solutions.*
- ***Tangible & intangible rewards:** Leadership acknowledges employee contributions through various means. Developers who provide valuable solutions receive bonuses or recognition programs. Additionally, the company fosters a sense of shared purpose by emphasizing how the upgrade will improve user experience and solidify the company's position in the market. This creates a sense of accomplishment and motivates employees to go the extra mile for a successful launch.*

By encouraging participation and acknowledging contributions, leadership empowers employees and fosters a sense of ownership. The result is a more engaged workforce better prepared to navigate the change and contribute to a smooth product upgrade.

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6. Communicate clearly

Leaders often fall into the trap of assuming that everyone shares their understanding of the problem, recognizes the need for change, and perceives the new direction as clearly as they do. An effective change management strategy necessitates reinforcing the core message through consistent and timely communication.

Communication should flow in both directions – upward from leaders to employees, and downward from employees to leaders – to ensure information dissemination, <u>gather feedback</u>, and encourage employee contributions.

Example:
In the late 1990s, Charles O. Rossotti, the Commissioner of the Internal Revenue Service (IRS), recognized an opportunity to redefine the agency's relationship with taxpayers. He envisioned transforming the IRS from a bureaucratic entity into a world-class service organization. Rather than merely redesigning systems and processes, Rossotti urged the IRS's more than 100,000 employees to adopt a different mindset and approach.
To support this initiative, the IRS

leadership implemented a comprehensive multi-channel communication strategy – including daily voicemails from commissioners and senior staff, training sessions, videos, newsletters, and town hall meetings. The emphasis on timely, continuous, and robust communication played a pivotal role in elevating the IRS's customer satisfaction ratings from being among the lowest to surpassing those of renowned companies like McDonald's and several major airlines in the United States.

7. Assess corporate culture

Effective change management necessitates a thorough understanding of the cultural and behavioral dynamics at every organizational level. Conducting a culture assessment can provide invaluable insights into an organization's readiness for change, reveal existing gaps that require attention, and highlight internal conflicts and other significant influencing factors. This assessment process aids in identifying the core values, beliefs, behaviors, and perceptions essential for successfully navigating and implementing change.

Change Management: How to Champion It

8. Promote transparency

Clearly defining the existing culture and behaviors serves as the bedrock for embracing new business practices and serves as a model for recognizing and rewarding desired behaviors.

Example:
A large environmental non-profit organization traditionally focused on raising awareness through public campaigns. However, they realized the need for a more data-driven approach to maximize their impact.

Understanding that culture is key, they take a two-step approach:

- *Defining existing culture: Leadership openly acknowledges the current culture of passionate activism but recognizes the limitations of solely relying on awareness campaigns. They hold workshops and discussions to ensure everyone understands the need for change.*
- *Modeling new behaviors: The organization starts by integrating data analysis into existing campaigns. They highlight success stories where data insights led to more effective fundraising or targeted outreach. Additionally, leadership rewards employees who champion data-driven strategies, showcasing this behavior as desirable within the new framework.*

By openly discussing the need for change and celebrating successes in the new approach, the non-profit fosters a more data-centric culture. Employees become comfortable with the new approach and see its value in achieving the organization's mission. This cultural shift allows the non-profit to seamlessly integrate data analysis into their work and maximize their environmental impact.

9. Be prepared for the unexpected

Transformation strategies rarely unfold exactly as planned. Effective change management requires leadership to continually evaluate the strategy's effectiveness and the organization's readiness and adaptability to navigate evolving challenges.

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Example:
A large retail bank embarks on a digital transformation initiative to improve customer experience and compete with online fintech companies. They develop a comprehensive strategy to roll out new mobile banking features and streamline in-branch services. However, during implementation, leadership recognizes the need for continuous evaluation:

- ***Monitoring progress:** They closely monitor customer adoption rates of the new mobile features and gather feedback through surveys and focus groups. This reveals that some features are underutilized, while others require further refinement.*

- ***Adapting strategy:** Based on this feedback, leadership adjusts the strategy. They prioritize enhancements to the most popular features and may even remove underutilized ones. Additionally, they may extend training programs for in-branch staff to ensure a smooth customer experience when using the new technology.*

By continually evaluating the effectiveness of the changes and adapting the strategy as needed, the bank demonstrates its commitment to a successful transformation. This flexibility allows them to address unforeseen challenges and ensures the new digital tools are well-received by customers.

10. Adopt a personalized approach

Change impacts both the organization as a whole and each individual within it. Given the significant amount of time employees spend at work, where colleagues often become like a second family, it's crucial for everyone to understand how their roles will evolve, what to expect during and after the change initiative, how performance will be assessed, and the implications of success or failure for both them and their peers.

Therefore, department managers should strive for honesty and clarity in their communications. Employees will react to the information and attitudes around them, underscoring the importance of their active involvement in the change process.

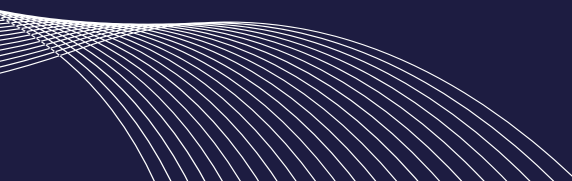# Change Management: How to Champion It

Implementing a transparent reward and recognition system (e.g., promotions, accolades, commissions) can foster motivation and encourage buy-in for the change.

6 Strategies for Leading Through Uncertainty

6 Strategies for Leading Through Uncertainty

If there was ever any doubt about the importance of a leader's ability to navigate change, uncertainty, and disruption, the emergence of the global pandemic in 2020 made this necessity abundantly clear. And while we all hope to avoid future pandemics, one thing is certain — we cannot avoid ever-increasing complexity.

The leaders we work with often report feeling stuck, ill-equipped, or overwhelmed as they face the growing challenges of their roles. Understandably, it's easy to feel this way when the complexity of our world has surpassed our "complexity of mind," as Robert Kegan and Lisa Lahey describe in their book, Immunity to Change. To put this in concrete terms, computing power has increased more than a trillion-fold since the mid 1950's, but our brains remain unchanged.

In order to effectively lead others in increasing complexity, leaders must first learn to lead themselves. Although each leader faces their own unique circumstances, we have observed six strategies that accelerate your ability to continually learn, evolve, and navigate progressively more complex challenges.

Embrace the Discomfort of Not Knowing

Throughout our careers, we are conditioned to come up with the answer — as in a single, definitive, correct answer. Given that our brains are hardwired to see uncertainty as a risk or threat, it's physiologically normal to feel stress when faced with unfamiliar situations. This is especially true for high achievers who have built their career on knowing or finding the "right" answer. Although avoiding these unpleasant feelings is a natural human tendency, it can become a significant barrier to learning, future growth, and ultimately performance.

Rather than avoid these feelings, we must learn to acknowledge and embrace the discomfort as an expected and normal part of the learning process. As described by Satya Nadella, CEO of Microsoft, leaders must shift from a "know it all" to "learn it all" mindset. This shift in mindset can, itself, help ease the discomfort by taking the pressure off of you to have all the answers.

6 Strategies for Leading Through Uncertainty

Distinguish Between Complicated and Complex

Most of us use the terms complex and complicated interchangeably when, in fact, they represent critically different circumstances. For example, tax law is complicated, meaning it is highly technical in nature and difficult to understand, but you can break the problem down into discreet parts, consult with an expert (or several), and generally find a solution.

Conversely, complex challenges contain many interdependent elements, some of which may be unknown and may change over time in unpredictable ways. In addition, an action or change in one dimension can result in disproportionate and unforeseen outcomes. As an example, foreign policy and climate change are complex challenges. While there may be no shortage of opinions on these topics, there are no clear solutions. As a result, solutions to complex challenges typically emerge through trial and error and require the willingness, humility, and ability to act, learn, and adapt. Let Go of Perfectionism

In a complex environment, the context is continually shifting; thus, aiming for perfection is futile. Instead, aim for progress, expect mistakes and recognize that you have the ability to continually course correct as needed. For high-achievers, prone to perfectionism, egos and desired identities (e.g., of being successful or being "the expert") can get in the way. To let go of perfectionism, identify, and acknowledge your specific core fears that are triggered — such as "I'll fail," "I'll look bad," or "I'll make the wrong decision." Underlying these fears is an often implicit and unexamined assumption that "if any of these fears come to fruition, I wouldn't be able to recover from it."

We've worked with several clients over the years to help them actively debunk these assumptions by having them talk with others they respect about the role of mistakes or failure in their careers. They hear a lot about learning, new opportunities, and professional growth that emerged as a result, but never the career-ending catastrophes that they imagine.

6 Strategies for Leading Through Uncertainty

Loosening the grip of these assumptions over time can allow you to let go of perfectionism and accept that mistakes and failure are to be expected along the way.

Resist Oversimplifications and Quick Conclusions

It's tempting to oversimplify complex challenges, so that they seem less daunting. For example, breaking a challenge into its respective components can help you to feel like you have a greater command of the challenge at hand, but it can also narrow your view and obscure critical interde-pendencies, leading to a false sense of security. Likewise, drawing analogies from challenges that you've faced in the past, can be useful but it can also lead you to miss the unique nuances of the present challenge.

Many high achievers have a bias for action and become quickly frustrated when facing challenges that don't present an evident solution and clear course of action. Instead of caving to the desire for quick resolution, leaders must learn to balance their need for action with a disciplined approach to

understanding both the core problem and their own biases. For example, hiring a DEI leader at an organization, by itself, is insufficient if more systemic issues like outdated recruiting, promotion, development, and compensation practices go unaddressed.

Don't Go It Alone

Many of the leaders we work with report feeling isolated as they face the continuous change and uncertainty in the challenges they face. Part of their sense of isolation comes from an implicit belief that they need to solve all of the issues themselves. As the complexity and volume of our workload increases, our natural tendency is to double down on our focus and individual efforts. When facing relatively short-term challenges with known solutions, this can be an effective strategy. However, when facing challenges where the full scope of issues and interdependencies, let alone solutions, are unclear, it can be a disaster. Instead, this is when it's most important to cultivate the practice of intentionally reaching out to your network and beyond for insight and perspective.

6 Strategies for Leading Through Uncertainty

There is an inherent limit for each of us regarding what we can know and our ability to have an objective perspective on any given situation. Yet, we can exponentially expand our knowledge and perspective by cultivating and connecting with a network of peers and colleagues — each with their own set of experiences and perspectives. As stated by one CEO client, "When I'm trying to make sense of a complex issue, the first thing I do is reach-out to people whose opinion I value and whose experience is in some ways different from mine. I want to know "How are they are looking at the situation? What's their point of view? Who else should I talk to?" He went on to explain, "It's not so much that I expect them to have an answer, as I want to plug into their thinking and their sources."

Zoom Out

Leaders often get stuck in the challenges they face because they are too immersed in them. "Zooming out," or moving from "the dance floor to the balcony," as described by Ron Heifetz, Marty Linksy, and Alexander Grashow in The Practice of Adaptive

Leadership provides you with a broader perspective and a systemic view of the issues and can shine a light on unexamined assumptions that would otherwise not be visible. From this "balcony" or elevated vantage point, interdependencies and larger patterns become observable, potentially revealing unforeseen obstacles and new solutions. This more holistic perspective allows for greater adaptability and course correction, when needed. Making a regular practice of conducting this dance floor-balcony shift, you can build your capacity to see the bigger picture and become more agile. It seems that any given week provides ample reminders that, as leaders, we cannot control the degree of change, uncertainty, and complexity we face. However, adopting the strategies above can improve our ability to continually learn, grow, and more effectively navigate the increasing complexity of our world.

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What Makes Global Elite SLDP Outstanding?

- 360 feedback diagnosis & discovery
- Transformative 1-1 executive coaching
- Elite team coaching with top gurus
- Cutting-edge learning, app, & senior leaders alliance
- Multiply growth by becoming a master coach
- All of these are delivered within 2 separate phases as outlined below.

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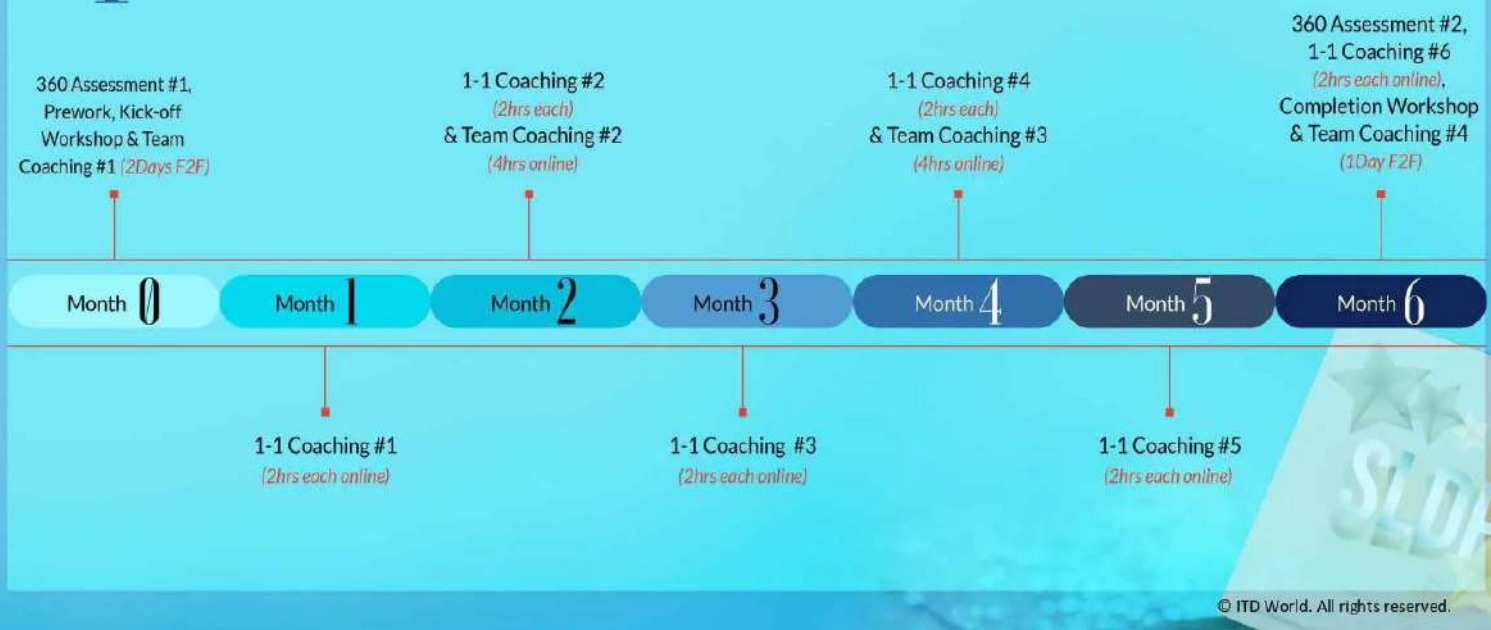
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- Lead by Example ~ Transformed leaders become role models, inspiring others to pursue growth and excellence.
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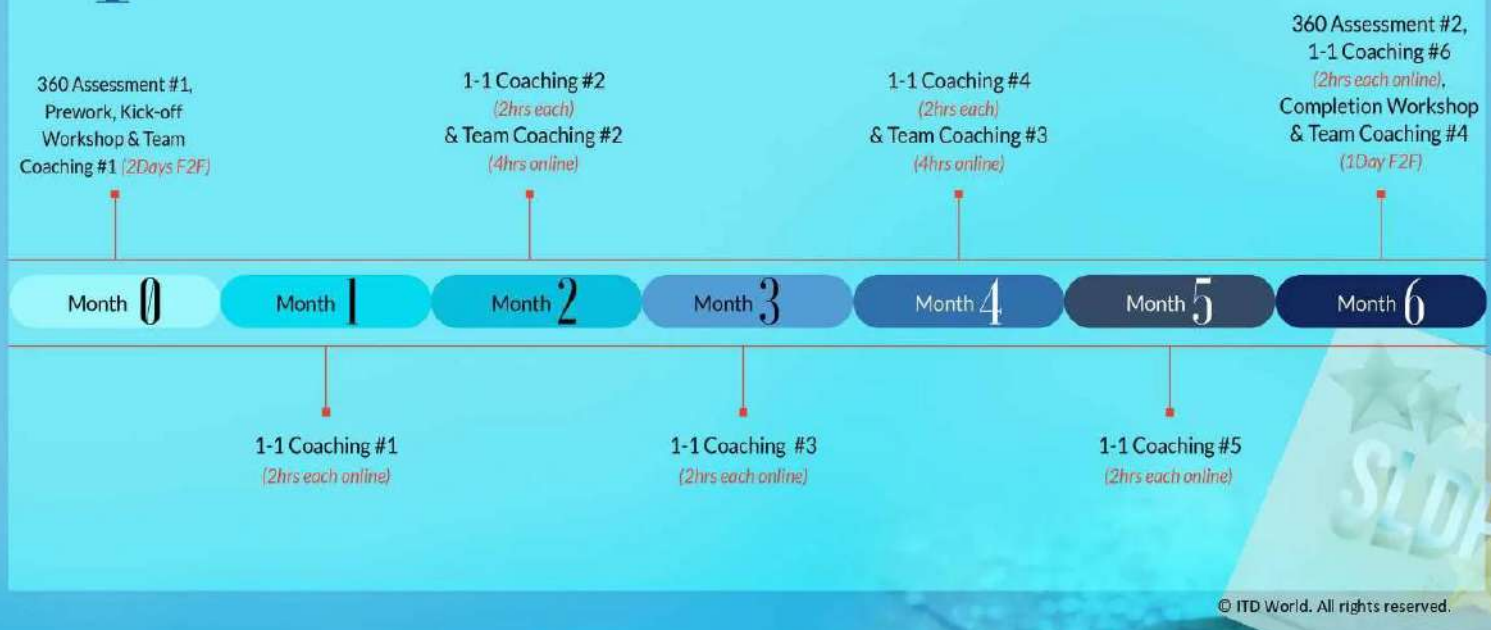
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- Build High-Performing Teams ~ Foster trust and collaboration to create cohesive, results-driven teams.
- Align and Execute with Excellence ~ Integrate team goals with organizational priorities to achieve maximum impact and execution.
- Navigate Team Dynamics ~ Overcome challenges effectively with strategies to maximize unity and productivity.
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- Learn from Thought Leaders ~ Gain exclusive insights and strategies from global experts to empower team transformation.

Cutting-edge Learning, App & Senior Leaders Alliance
- Innovative Learning Methods ~ Gain from a customized blend of in-person, team, and online methodologies.
- Access Valuable Resources ~ Utilize cutting-edge mobile app, toolkit and materials for outstanding results.
- Practical Application Focus ~ Engage in workshops, virtual sessions, and hands-on projects for real-world impact.
- Global Network Alliance ~ Collaborate with senior leaders from other leading organizations during Phase 2 of the SLDP journey.
- Leverage on Global Gurus ~ Tap the wisdom of mega-guru mentor-coaches throughout the SLDP journey.

PHASE 2

Multiplying Growth & Results as a Certified Master Coach (CMC)

CMC SLDP

Prework & Kick-off

Executive Coaching for Profound Transformation
5hrs x 3Days online
(with Action Learning Application)

Strategic Business Coaching for Competitive Advantage
5hrs x 3Days online
(with Action Learning Application)

Certified Master Coach (CMC) Summit (with Capstone 1 Project)
2Days F2F,
360 Assessment #3
Creating a High Performance Coaching Culture

Month 0 | Month 1 | Month 2 | Month 3 | Month 4 | Month 5 | Month 6

Life Coaching for Holistic Happiness
5hrs x 3Days online
(with Action Learning Application)

Disruptive Team Coaching for High-Performance
5hrs x 3Days online
(with Action Learning Application)

Coaching Culture for Sustainable Growth
5hrs x 3Days online
(with Action Learning Application)

Capstone 2 Project leading to Certified Chief Master Coach
(6months - optional)

1. Life Coaching

- Gain deep insight into the psychology of coaching and the different approaches to powerful coaching
- Understand the Coaching Mastery Model (CMM) and the Situational Coaching Model (SCM)
- Apply the 9 best practices of master coaches to deliver outstanding results
- Deploy 5 Levels of Mastery assessment advantage to identify priorities, competencies gaps in work & life
- Embrace coaching techniques and tools to enable the Disciplines of Love, Happiness and Success
- Use the 5 Phases of Purpose Alignment to enable a most fulfilling purpose-driven life
- Master the 8 Elements of Life Synergy, KASH, PFIR Model, and the 7 Patterns of Joy and Love
- Utilize the 5 Levels of Mastery System and toolkit to coach people to reach World Influence Mastery

2. Executive Coaching

- Understand the executive coaching process and the secrets of enabling lasting behavior and habit change
- Apply the 360 Feedback interview and surveys to enable awareness, acceptance and transformation
- Align executive coaching with life purpose, passion, values and vision for sustainable growth

PHASE 2

Multiplying Growth & Results as a Certified Master Coach (CMC)

CMC SLDP

| Month 0 | Month 1 | Month 2 | Month 3 | Month 4 | Month 5 | Month 6 |

Prework & Kick-off

Executive Coaching for Profound Transformation
5hrs x 3Days online
(with Action Learning Application)

Strategic Business Coaching for Competitive Advantage
5hrs x 3Days online
(with Action Learning Application)

Certified Master Coach (CMC) Summit (with Capstone 1 Project)
2Days F2F,
360 Assessment #3
Creating a High Performance Coaching Culture

Life Coaching for Holistic Happiness
5hrs x 3Days online
(with Action Learning Application)

Disruptive Team Coaching for High-Performance
5hrs x 3Days online
(with Action Learning Application)

Coaching Culture for Sustainable Growth
5hrs x 3Days online
(with Action Learning Application)

Capstone 2 Project leading to Certified Chief Master Coach
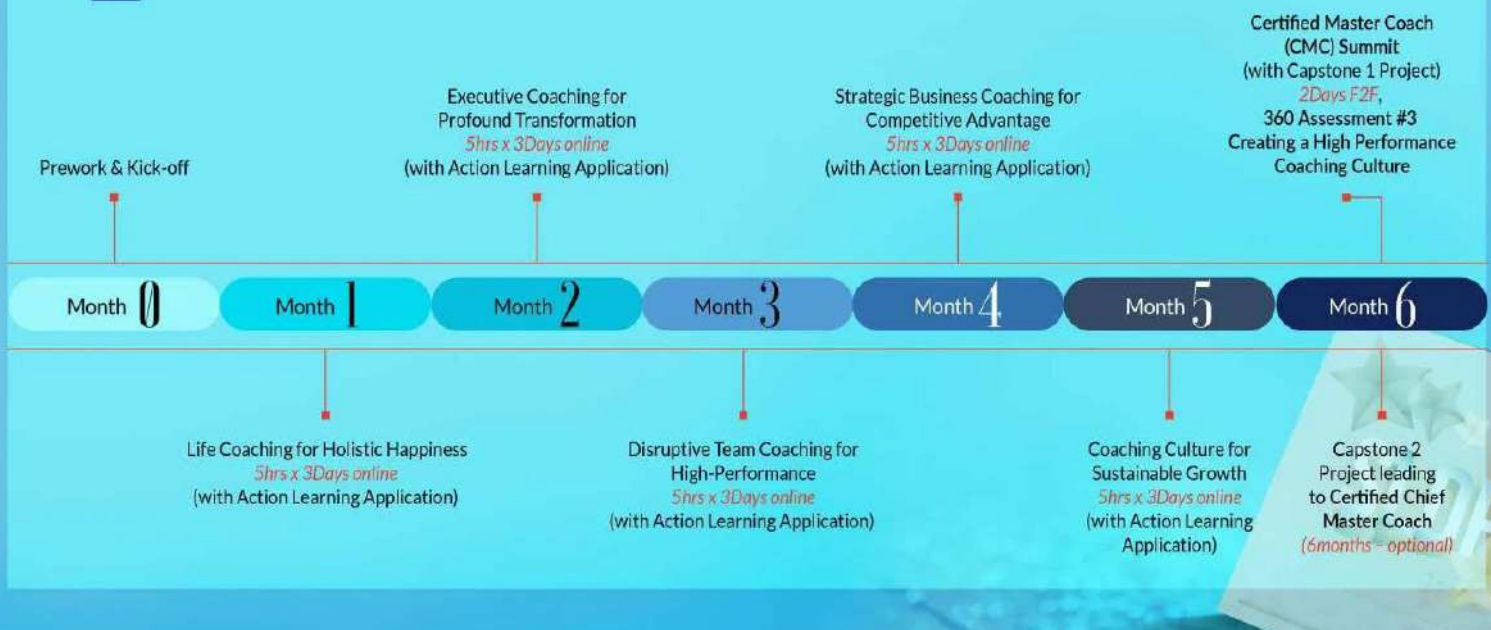*(6months - optional)*

- Deploy tools and techniques for executive career coaching for high performance
- Enable coaching for different groups of top executives, key talents, successors, average-performers
- Gain insights into coaching executives in times of great need (e.g. radical changes, crisis, big vision)
- Learn how to overcome resistance to coaching and coach the uncoachable
- Create coaching tools for specialized areas (e.g. leadership authenticity, leadership presence, stakeholder influence)

3. Disruptive Team Coaching
- Understand the value of team coaching and the creation of high-performance teams
- Apply effective assessments and best practices of disruptive coaching and high-performance teams
- Know when and how to select the suitable team coaching solution and design options
- Gain insights on disruptive team coaching processes, methods, and tools
- Practice disruptive design thinking team coaching applications for game-changing results
- Equip individual team members to ensure habit change for high-performance

PHASE 2

Multiplying Growth & Results as a Certified Master Coach (CMC) — CMC SLDP

Month 0	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6

Prework & Kick-off

Executive Coaching for Profound Transformation
5hrs x 3Days online
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5hrs x 3Days online
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Capstone 2 Project leading to Certified Chief Master Coach
(6months - optional)

- Enable high-performance leadership team retreats for senior leaders and key talents
- Unleashing the full potential of diverse, virtual, cross-functional, projects and top teams
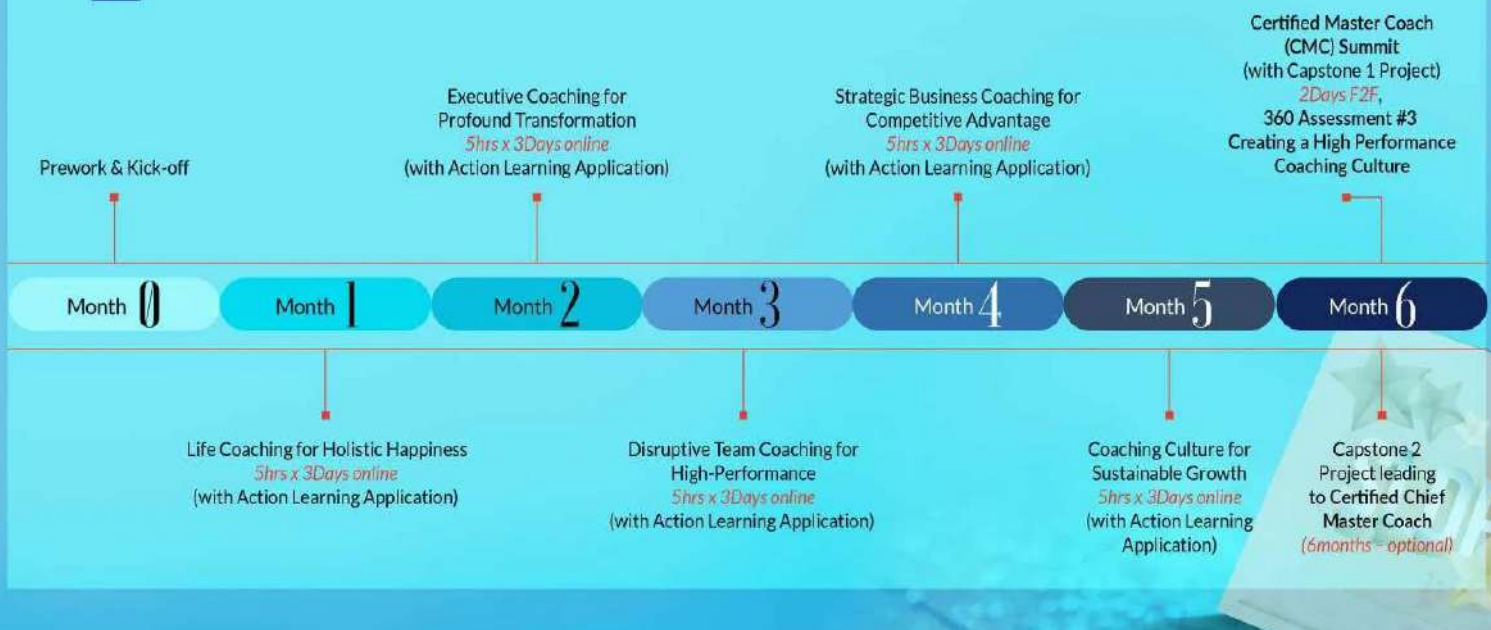
4. Strategic Business Coaching
- Understand best practices of team coaching for strategic competitive advantage
- Apply team coaching using the strategy process to unleash the potential of strategic leaders
- Use team coaching authoritatively in the context of corporate and functional strategy
- Employ Scenario planning and Scenario based team coaching to win in a VUCA world
- Use team coaching in the face of crisis, business turnaround, realizing a compelling vision, and Strategic change
- Engage in Coaching for innovative business model, ventures, and disruptive business startups
- Master strategic group coaching techniques and processes

5. Coaching Culture
- Gain insights on organizational change, and effective culture transformational methods and processes

PHASE 2

Multiplying Growth & Results as a Certified Master Coach (CMC)

CMC SLDP

Prework & Kick-off — Month 0

Executive Coaching for Profound Transformation
5hrs x 3Days online
(with Action Learning Application) — Month 1/2

Strategic Business Coaching for Competitive Advantage
5hrs x 3Days online
(with Action Learning Application) — Month 4

Certified Master Coach (CMC) Summit (with Capstone 1 Project)
2Days F2F,
360 Assessment #3
Creating a High Performance Coaching Culture — Month 6

Life Coaching for Holistic Happiness
5hrs x 3Days online
(with Action Learning Application) — Month 1

Disruptive Team Coaching for High-Performance
5hrs x 3Days online
(with Action Learning Application) — Month 3

Coaching Culture for Sustainable Growth
5hrs x 3Days online
(with Action Learning Application) — Month 5

Capstone 2 Project leading to Certified Chief Master Coach
(6months - optional) — Month 6

- Understand and embrace the role as Chief Master Coach and CEO to coach and grow internal coaching talent
- Apply best practices to create a high-performance coaching culture for sustainable growth
- Aligning coaching culture with organizational vision, mission, values, strategies, and objectives
- Implement effective coaching culture assessment methods and processes to ascertain progress and achievements
- Establish results matrix, rewards and recognition schemes to accelerate culture change
- Execute the right coaching intervention for quick, big, and continuous wins in transformation
- Create communities of practice, coaching systems, champions, and tools for sustainability

Everyone Can Coach for a Better World

The LETs Coach app enables powerful coaching every time, everywhere, and everyone. Use the app to inspire people to bring out the best in people so they can lead their best lives. Leverage on powerful tools to help individuals discover their life purpose, set compelling goals, create actionable plans, foster personal and professional growth, and unlock their full potential, making a positive impact on the world.

EVERY LEADER CAN BE A *Great Coach*

8 GAME-CHANGING SYSTEMS

365 – Daily Inspiration for a Better World

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GAME – Fun Challenges for a Better World

MARSHALL AI – Mentor Coach for a Better World

Thrive with ITD World's e-Certification 2025

JUL – SEP

e-Workshops > < e-Workshop & e-Certification

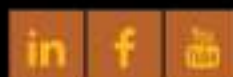| Date	Program	Fee / Trainer
JUL 4, 11, 18, 25 AUG 1, 8	**e-CTP** CERTIFIED TRAINING PROFESSIONAL	Fee USD 3,500/pax By **Dr. Mario Aquino del Castillo**
JUL 27-29	**52nd ARTDO International Conference** Sustaining High-Performance Organizations with Talent Acceleration, Coaching Culture & Digital Leadership (F2F in E&O Hotel, Penang, Malaysia)	Fee USD 1,000/pax
JUL 31 AUG 01	**Certificate in Talent, Competency and Succession Management**	Fee USD 1,200/pax By **Dr. William J. Rothwell**
SEP 09, 11, 16, 18, 23, 25, 30 OCT 02	**e-CIDD** CERTIFICATION IN INSTRUCTIONAL DESIGN AND DEVELOPMENT	Fee USD 2,650/pax By **Dr. Mario Aquino del Castillo**
Kick off SEP 12 **SEP 29-30 OCT 29-30 NOV 11-12 DEC 1-3**	**e-CCMP** CERTIFIED COACHING AND MENTORING PROFESSIONAL	Fee USD 3,690/pax By **Dr. Peter Chee** **Dr. Mario del Castillo** **Serely Alcaraz** **Safura Atan**

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|		
OCT 03, 10, 17, 24, 31 **NOV 07**	**e-CTP** CERTIFIED TRAINING PROFESSIONAL	Fee **USD 3,500/pax** By **Dr. Mario Aquino del Castillo**
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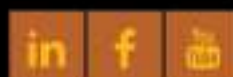
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