

Leaders' Growth Guide

P R O S P E C T U S



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Who is this for?



The Public Service's operating context is changing and increasingly complex. Our Public Service Leaders will need to develop new mindsets, skills and capabilities to lead in new ways.

The Leaders' Growth Guide is specially created for leaders and managers to

- Gain an **awareness of what is expected of you as a leader** in your teams and organisation;
- Learn the **core leadership skills you will need to build** to be a more effective leader;
- Discover the **offerings available to support you** in your leadership transition and development.

This guide is applicable for leaders up to Director-level. HR, LD, L&D and Talent Management practitioners will also find this guide useful to support the development of managers and leaders in your organisation.

Leadership Role Expectations

This section offers you a guiding frame on what is expected of you in your role as a leader.

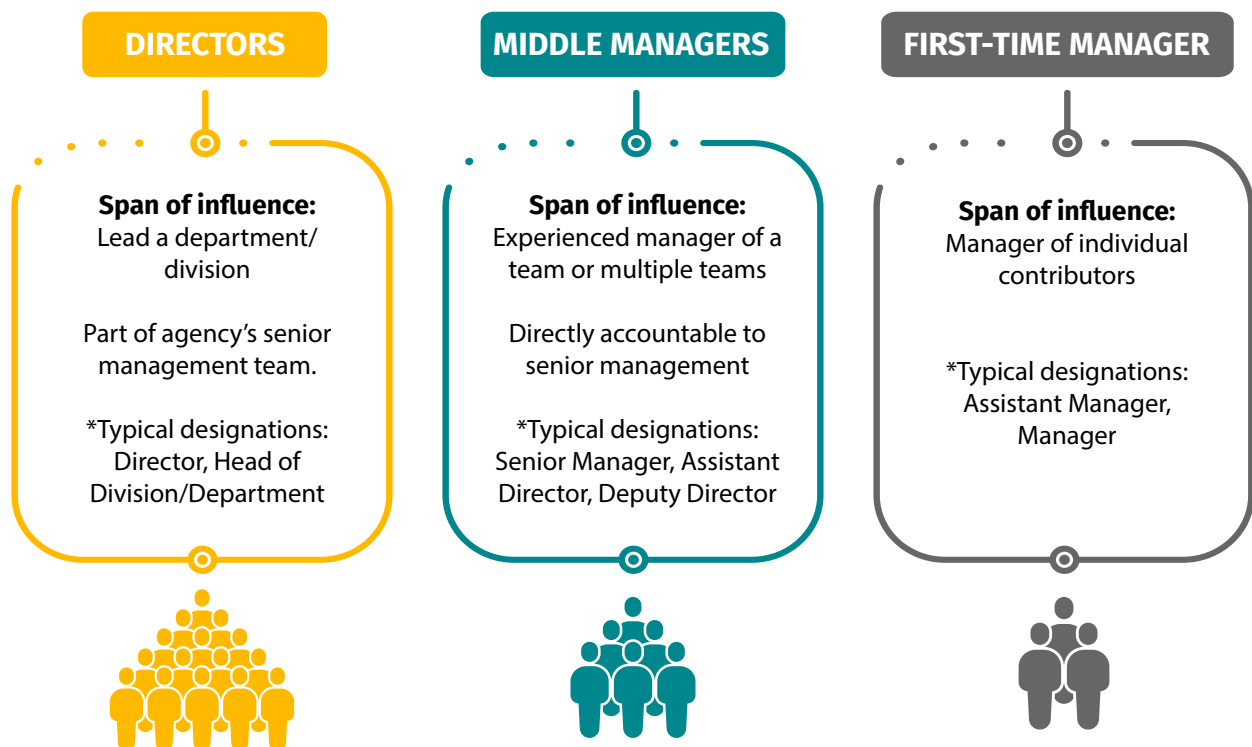
As someone in a leadership role, you are expected to work through others – your span of influence now extends beyond yourself and you need to lead other individuals or a team to achieve results.

You also need to understand your organisation as a living system and apply this to help your staff/team navigate change and collaboration.



Ask yourself:

What is your span of influence and what are your corresponding leadership role expectations?





How you can use the Leaders' Growth Guide:

For Managers and Leaders

Identify the key developmental support

It is important to prioritize your areas of development so that you can better identify the developmental support you need to become more effective in your leadership role.

Here is a suggested approach you can use to identify your key developmental areas:

01 Reflect on your leadership journey and learning goals.

E.g. My learning goal is to become more effective at providing feedback to my team. So far in my leadership journey, I find giving feedback to be a challenge.

02 Assess your developmental needs in relation to your role requirements

E.g. My role as a middle manager requires me to engage and develop my team. To do this, I need to be able to coach them and create an environment of trust for open conversations.

03 Gain clarity on your leadership impact, current strengths and developmental areas.

You can have a conversation with your supervisor to seek feedback on your key developmental needs. The LCF 360-degree feedback exercise and the self-assessment on page 16-20 can also help you gain a better understanding of your developmental areas.



Ask yourself:

What are 1-2 growth areas that you can focus on in the next 6 – 12 months, that would make a difference to your leadership impact?

Refer to the Core Developmental Areas on Page 10 and focus your development on 1-2 areas.

Preparing yourself for learning

Leadership development requires exposure to a range of experiences so that a range of leadership lessons can be acquired.

Learning from an experience is a skill that can be learnt, and as with any other skills, the more you practise, the better you get at it.

As you go through various experiences to develop your leadership in the classroom and back at work, here are 5 steps you can take to maximise your learning from any experience.

HOW TO MAXIMISE LEARNING FROM AN EXPERIENCE

- 1. BE DEVELOPMENTALLY READY**

Be open to change and challenge. Be willing to improve and learn. Take a growth mindset.
- 2. PREPARE FOR THE EXPERIENCE**

Set learning-focused goals for the experience. This is not limited just to the context of a training programme.
- 3. MINDFULLY ENGAGE IN THE EXPERIENCE AND ACTIVELY EXPERIMENT**

Don't be on auto-pilot! Pay attention to what you are experiencing.

Actively try different strategies and practise new skills to improve
- 4. REFLECT**

Focus on lessons within the experience and across experiences.

Reflect on how the experience has shifted your strengths, values and understanding of the role.
- 5. SEEK THE SUPPORT OF OTHERS**

Have a network of people to provide feedback, support and alternative perspectives.



Source: Khoo, E. W. (2015) *Learning to Learn from Experience*.
Singapore: Civil Service College.

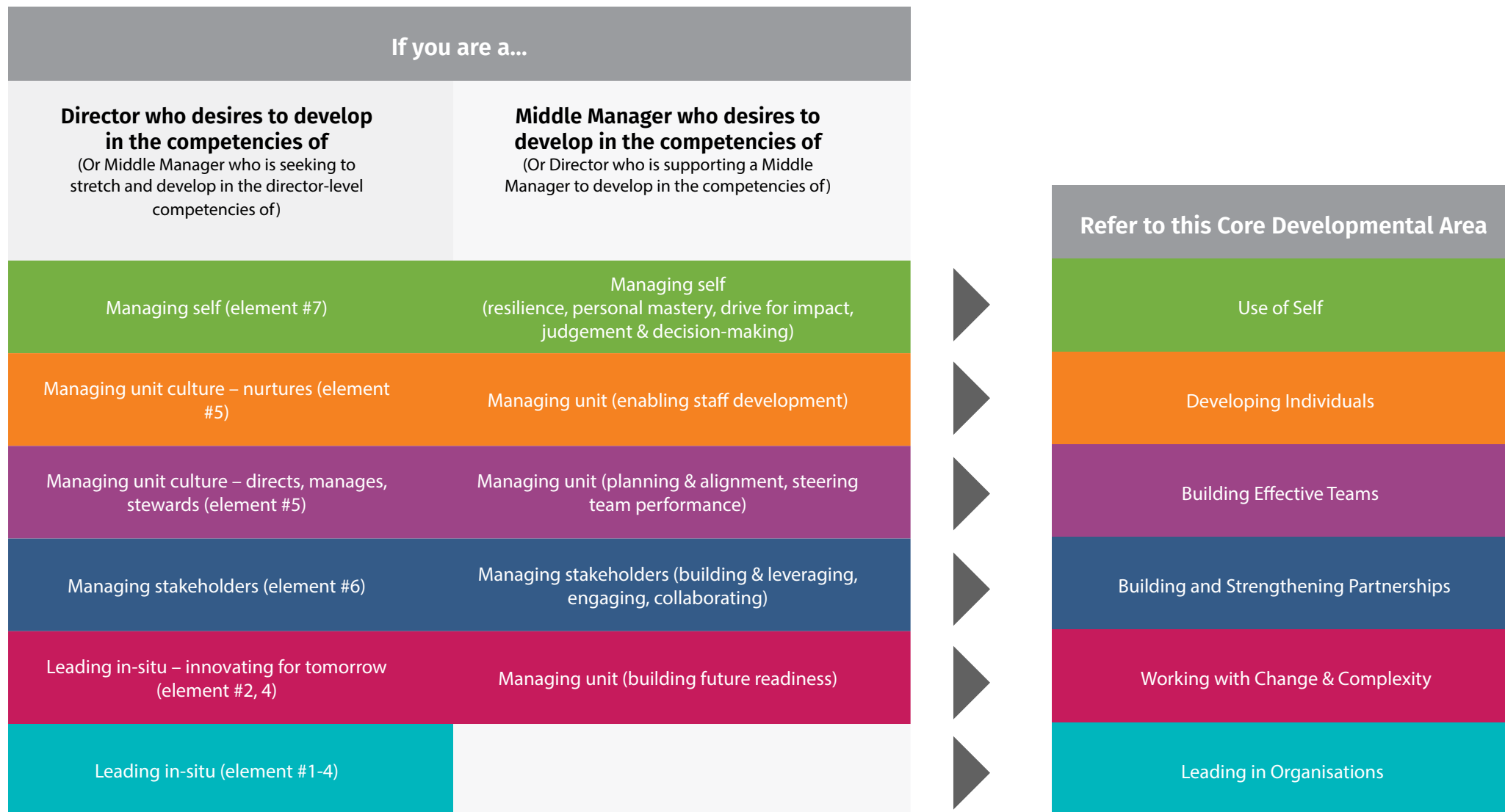


CSC's Developmental Focus for Directors & MMs

To become effective in your leadership role, you will need to build capabilities in core developmental areas. **We have identified six core developmental areas, guided by a common set of leadership role expectations in the Public Service Leadership Competency Framework (LCF) and research on the capabilities and skills needed for leaders to lead effectively in the shifting context.**

If you have completed the LCF 360-degree feedback exercise, the next few pages will guide you to consider relevant programmes & courses that align with this more focused set of developmental areas.

As a first step, review your LCF360 report for competencies that suggest a capability gap. Recall the Debrief and Action Planning workshop, or the coaching programme or small learning group that you had attended or are attending. What are the LCF competencies that are you committed to work on? Mark them out per the LCF and proceed to the next slide, which will direct you to the corresponding six core developmental areas.



What the 6 CSC Core Developmental Areas are about

Use of Self



- Seek to grow through **understanding of self (both exterior and interior dimensions)**, paying attention to the impact of one's behaviours on others and building presence.
- Demonstrate **resilience and learning agility** in the face of challenging circumstances.
- Pay attention to and understand the impact of care of self on one's leadership practice.

Developing Individuals



- Understand the **conditions that foster higher levels of engagement and creating these conditions** so that your staff will be satisfied, committed and motivated to contribute and achieve their best performance at work for impact.

Building Effective Teams



- Appreciate the **role that teams play in an organisation**.
- Understand the **stages of a team's development, its dynamics, dysfunctions and culture** and take steps to **steer your team towards high performance**.

Building and Strengthening Partnerships



- Is **socially and politically aware at work**
- **Develop your emotional intelligence and positive power/influence**
- **Take a partnership approach** to achieve understanding and collaboration with others (internal and external).

Working with Change and Complexity



- Understand **factors that impact peoples' transition through change, address impact of change and create the conditions for people to perform and innovate**.
- Effectively **manages tensions** that compete for attention.

Leading in Organisations



- Develop a **systemic, holistic perspective** to addressing issues.
- **Work across boundaries** and appreciate the need to **prioritise the good of the larger system** over individual team benefits.

L&OD Solutions for Leaders & Managers

CSC offers a range of L&OD Solutions to meet the different learning needs of leaders and managers. These solutions are anchored on the core developmental areas on page 10.



Design & Delivery of Learning Experiences*

Learning Resources

**Learning Experiences cover a wide range of on interventions such as face-to-face/ blended/ virtual programmes, the Public Service Coaching Programme (PSCP), leadership webinars, the biannual L&OD Conference (not an exclusive list). Information on these offerings is in the later sections of this guide.*



Design & Delivery of Learning Experiences

PROGRAMME OFFERINGS

Introduction to Programmes

Programmes is one form of structured intervention to support the development of Public Service leaders and managers in their leadership roles.

There are two broad categories of programmes:

- Milestone Programmes
- Skills-Based Programmes

Both categories are contextualized to the Public Service, referenced from a common set of leadership role expectations in the Public Service Leadership Competency Frameworks (LCF). These programmes serve to strengthen the different aspects of an individual's leadership capacity and capability.

The key differences in the learning focus and characteristics are as follows:

Milestone Programmes

- Focuses primarily on expanding a person's capacity to lead
- Emphasises self-awareness and personal mastery in the context of leadership role
- An example of a Milestone Programme is the Learn to Lead Programme"

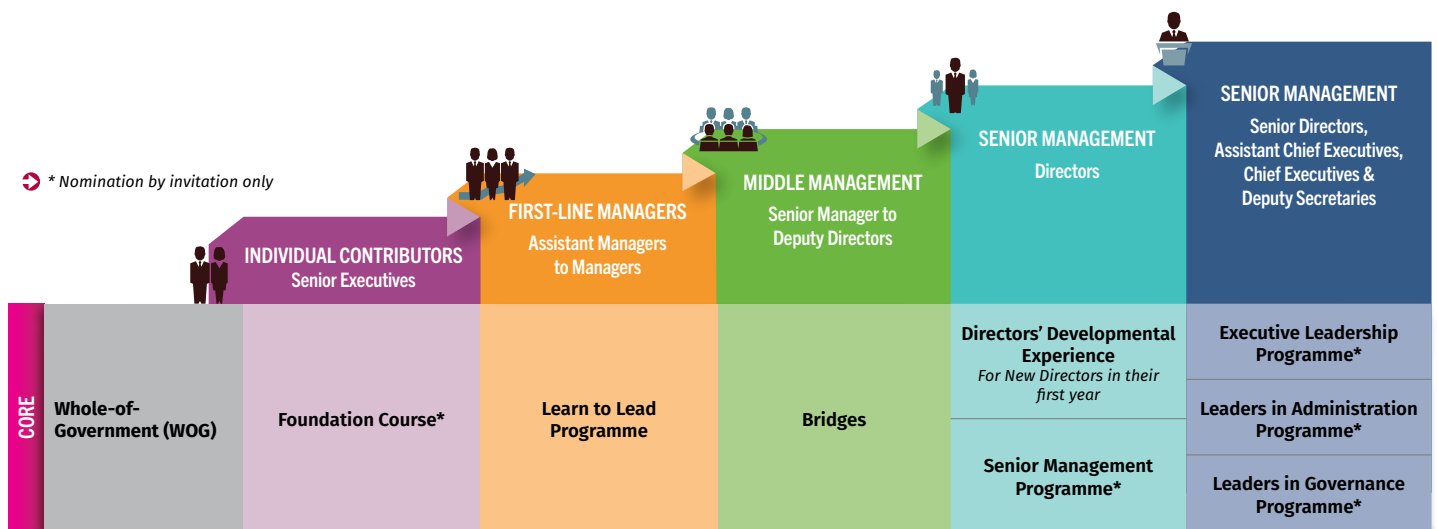
Skills-Based Programmes

- Focuses primarily on building key enabling competencies at each leadership level
- Emphasises the development of know-how, processes and core skills
- An example of a programme is "[Virtual Classroom] Coaching Skills for Authentic Conversation (Fundamental)"



Milestone Programmes

CSC MILESTONE PROGRAMME MAPPING



The milestone programmes are intended to help leaders navigate their leadership transitions effectively. We recommend that all leaders attend the **Milestone Programmes** as a foundational programme in the first 2 years of being appointed in their leadership roles.

- For new First-Time Managers: Learn to Lead Programme
- For new Middle-Managers: Bridges
- For new Directors: Directors' Developmental Experience [DDE]

Thereafter, leaders can deepen their core skills in specific areas via the suite of Skills-based programmes (following pages).

This section offers a simple self-assessment to help you focus on current gaps and prioritise areas of development. Use this to help you identify suitable skills-based programmes to build the core leadership skills required.

Use of Self (Personal Mastery)

Do you have the skills required to:	Recommended Programmes:
• Develop your presence? • Manage differences effectively through communication and dialogue? • Develop your self-awareness and create conditions for others to be the best version of themselves? • Take charge of your own well-being and support the well-being of your team members at work?	• [In-person] Managing Tension - A Core Leadership Skill • [Virtual Classroom] Supporting Mental Well-being for a Thriving Workplace • Turbocharging Your Leadership (Directors) • Turbocharging Your Leadership (Senior Leaders)

Programmes in **blue** are suitable for first-time managers and middle managers
 Programmes in **black** are suitable for experienced middle managers and directors
 Programmes in **red** are suitable for Directors
 Programmes in **green** are suitable for senior leaders

Developing Individuals

Do you have the skills required to:	Recommended Programmes:
• Use different strategies to effectively engage staff with different needs? • Conduct meaningful conversations with staff as part of engagement efforts? • Provide feedback to staff to support their development? • Have developmental conversations with staff • Coach others to develop, challenge and support their growth? • Hold difficult or uncomfortable conversations with your staff? • Manage the performance and development of your staff using the new set of competencies?	• [In-person] Love them or Lose them: Motivating and Engaging Your Staff • [In-person] Coaching Skills for Authentic Conversation (Fundamental) • [In-person] Crucial Conversations For People Managers • [Virtual Classroom] Managing Staff Performance using Our Core Competencies for Supervisors • [In-person] Rise Together: Mastering the Foundations of Mentoring

Building Effective Teams

Do you have the skills required to:	Recommended Programmes:
• Develop good teaming and collaboration practices across multiple and cross-functional teams? • Build trust, collaborate and harness the diverse strengths of your teams? • Collaborate with stakeholders effectively and operationalise Agile methodologies in your teams?	• [Virtual Classroom] Facilitating Meetings that Matter: Energising People, Achieving Outcomes • [Virtual Classroom] Teaming for Winning: Enabling Leaders for Team Success • Multipliers: Bringing Out the Best in Your People

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Building & Strengthening Partnerships

Do you have the skills required to:	Recommended Programmes:
• Develop your presence, strengthen your interpersonal connections and manage your responses effectively when under pressure? • Develop trust? Build collaborative relationships and networks across boundaries? • Expand your range of influencing styles within your team, agency and other stakeholders? • Communicate effectively and enhance buy-in from stakeholders?	• [Virtual Classroom] Leading with Emotional Intelligence for First-Time Managers • [Virtual Classroom] Using Power Well in Leadership • [In-person] Clear Leadership Course

Working with Change & Complexity

Do you have the skills required to:	Recommended Programmes:
• Understand the process of change and its impact on others? • Anticipate and implement changes in your teams and organizations? • Inspire and lead others through the process of change to achieve organizational goals and outcomes? • Build the business case for effective change management in your organisation? • Develop a change management strategy and plan for your project?	• [Virtual Classroom] Managing the Human Side of Change at Work • [Virtual Classroom] Leading Your Team through Change • [In-person] Applied Change Management: Prosci® Change Management Certification

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Leading in Organisations

Do you have the skills required to:	Recommended Programmes:
• Assess the implication of actions/decisions on the larger system? • Think strategically? Assess the implications of actions/decisions on the larger system? • Effectively implement strategic initiatives? • Lead and manage large scale transformation and change effectively? • Explain the key principles and phases to carry out an organisation (re)design	• [Virtual Classroom] Basic Systems Thinking (using 3Quest™) • [Virtual Classroom] Advanced Systems Thinking (using 3Quest™) • [In-person] Leading and transforming at scale: Building blueprints for impact • [In-person] Multipliers for Leading Transformation

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Programmes in **red** are suitable for Directors

Programmes in **green** are suitable for senior leaders

Catalogue of Programmes

	Use of Self (Personal Mastery)	Developing Individuals	Building Effective Teams	Building and Strengthening Partnerships	Working with Change and Complexity	Leading in Organisations
Milestone Programmes	For new First-Time Managers: [Blended Classroom]: Learn to Lead Programme For new Middle-Managers: [In-person] Bridges For new Directors: [In-person] Directors' Developmental Experience [DDE]					
Skills-based Programmes	[Virtual Classroom] Supporting Mental Well-being for a Thriving Workplace [In-person] Turbocharging Your Leadership (Directors) [In-person] Managing Tension - A Core Leadership Skill use [In-person] Turbocharging Your Leadership (Senior Leaders)	[In-person] Love them or Lose them: Motivating and Engaging Your Staff [In-person] Crucial Conversations® For People Managers [In-person] Coaching Skills for Authentic Conversation (Fundamental) [Virtual Classroom] Managing Staff Performance using Our Core Competencies for Supervisors [In-person] Rise Together: Mastering the Foundations of Mentoring	[Virtual Classroom] Facilitating Meetings that Matter: Energising People, Achieving Outcomes [Virtual Classroom] Teaming for Winning: Enabling Leaders for Team Success [In-person] Multipliers: Bringing Out the Best in Your People [In-person] Empowering Teams through Psychological Safety	[Virtual Classroom] Leading with Emotional Intelligence for First-Time Managers [Virtual Classroom] Using Power Well in Leadership [In-person] Clear Leadership Course	[Virtual Classroom] Managing the Human Side of Change at Work [Virtual Classroom] Leading Your Team through Change [In-person] Applied Change Management: Prosci® Change Management Certification Programme	[Virtual Classroom] Basic Systems Thinking (using 3Quest™) [Virtual Classroom] Advanced Systems Thinking (using 3Quest™) [In-person] Leading and transforming at scale: Building blueprints for impact [In-person] Multipliers for Leading Transformation

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Programme Overview

Use of Self (Personal Mastery)

Developing Individuals

Building Effective Teams

Building and Strengthening Partnerships

Working with Change and Complexity

Leading in Organisations

For new First-Time Managers: [Blended Classroom] Learn to Lead Programme

Course code: **MSLTPV**

[Website link here](#)

Overview

One of the major transitions you will experience as a new manager is moving from being an individual contributor, to someone who delivers by working with and through others. This requires a reframing of how you see your role in creating and adding value, and also new skills. Designed to support new managers, the LTLP will help you appreciate the requirements and context of your new role, and grow your capabilities to lead and learn more effectively.

For new Middle-Managers: Bridges

Course code: **MSB**

[Website link here](#)

Overview

Overview: As you step into a middle management role, you are crossing a significant milestone in your career. This transition brings new responsibilities and unfamiliar challenges. You may find yourself grappling with your leadership identity, questioning your value-add, and navigating uncharted waters.

Bridges aims to smoothen this transition and support you in bridging the gap between your previous role and new responsibilities. The programme will provide practical strategies and insights to help you navigate your new role with confidence. Through Bridges, you will construct a solid foundation for your leadership style, develop practical skills to lead, deliver, and influence effectively, and forge strong connections with fellow middle managers. This will enable you to serve as an effective bridge, connecting your team to other stakeholders and to senior leadership in your organization.

For new Directors: Directors' Developmental Experience [DDE]

Course code: **MSDDE**

[Website link here](#)

Overview

The DDE is a learning experience to help prepare newly-appointed Directors for the leadership responsibilities and expectations of being leaders in the Public Service, in a timely and accessible manner.

Taking on the role of Director is a leadership transition that requires shifts in mindsets, capabilities and skills. This learning experience is modular and spread across 4 months to provide more timely and relevant support to Directors. The DDE comprises multiple learning modalities such as face-to-face sessions, experiential workshops small group learning, 1-on-1 executive coaching and access to bite-sized resources.

The DDE is open to all newly appointed Directors within their first year of appointment, regardless of scheme of service.

Programme Overview

Use of Self (Personal Mastery)

[In-person] Managing Tension - A Core Leadership Skill

Course code: **CRMTP10**

[Website link here](#)

Overview

As a manager, how can you better manage your tension to spur personal growth and build rapport with your team members? How do your leadership stance and personal values impact the way you manage this tension? Managers are expected to work with and through team members, peers and stakeholders to achieve results. When perspectives differ, tension is inevitable. How well you manage this tension will impact the quality of your relationships and how others experience you as a person. Tension is the signal that there are differences in the way something is being viewed. There are two typical ways of dealing with tension. The first is to see tension as wrong and try to take control and make it right. The other way is to try resolving this tension through dialogue or communication. Specially targeted at managers, this programme will help you find these answers.

[Virtual Classroom] Supporting Mental Well-being for a Thriving Workplace

Course code: **CRWMHVL**

[Website link here](#)

Overview

Mental well-being is important for a productive workforce and a healthy workplace. Learn how you, as a manager, can take charge of your own mental well-being and be supportive leaders at the workplace, at this workshop. This programme is brought to you by Health Promotion Board and Civil Service College.

[In-person] CRTYL01: Turbocharging Your Leadership (Directors)

Course code: **CRTYL01**

[Website link here](#)

Overview

Research shows that leaders' negative behaviours matter just as much as positive behaviours for organisational and staff outcomes, including staff attitudes, job satisfaction, work performance, and turnover. Leaders can be very competent in their work and still be perceived to display red flags. At the Public Service level, the Director 360 findings reveal that the most effective leaders are differentiated from the others by the red flag behaviours.

In this workshop, we will discuss why leaders might exhibit negative behaviours and how these behaviours can be mitigated, so that leadership strengths are not undermined. Leave the workshop with a set of tools to grow your individual and team's leadership competencies.

Programme Overview

Use of Self (Personal Mastery)

[In-person] CRTYL02: Turbocharging Your Leadership (Senior Leaders)

Course code: **CRTYL02**

[Website link here](#)

Overview

Research shows that leaders' negative behaviours matter just as much as positive behaviours for organisational and staff outcomes, including staff attitudes, job satisfaction, work performance, and turnover. Leaders can be very competent in their work and still be perceived to display red flags. At the Public Service level, the Senior Leader 360 findings reveal that the most effective leaders are differentiated from the others by the red flag behaviours.

In this workshop, we will discuss why leaders might unintentionally exhibit negative behaviours and how these behaviours can be mitigated, so that effective leadership performance is not undermined. Leave the workshop with a set of tools to grow your individual and team's leadership competencies.

Programme Overview

Developing Individuals

[In-person] Love them or Lose them: Motivating and Engaging Your Staff

Course code: **CRLEL02**

[Website link here](#)

Overview

Faced with a rapidly changing environment and citizens' increasing expectations, Public Service organisations need to respond by being more effective in their performance. To do so, organisations need to fully engage and retain their officers as they are the building blocks of the organisation. However, managers like you, with your multiple work responsibilities, may find it challenging to do so. This programme equips you with strategies, skills and practical tools to engage and retain your officers. It is specially designed for line managers and is based on Wall Street bestseller, "Love 'Em or Lose 'Em: Getting Good People to Stay".

[In-person] Coaching Skills for Authentic Conversation (Fundamental)

Course code: **CRCTC10**

[Website link here](#)

Overview

Interested to apply coaching at your workplace? Experience and practise coaching in this online programme, where you will learn to appreciate the power of coaching conversations and adopting a coaching mindset in developing individuals and teams. Besides gaining familiarity of the GROW model in coaching, you will also gain confidence in applying your coaching skills across different contexts. Your learning doesn't stop when the course ends. You will be supported via a small group coaching supervision session post-course, where you can raise issues and discuss challenges relating to the application of your learning and development of coaching skills at work. This fully online programme is designed for first-time managers responsible for engaging and developing individuals and teams within the organisation. No prior experience in coaching is required.

[In-person] Rise Together: Mastering the Foundations of Mentoring

Course code: **CRRTMFM**

[Website link here](#)

Overview

Keen to prepare yourself to become a mentor at the workplace or providing a frame to your existing mentoring capabilities? This 2-day face-to-face foundational programme is designed for experienced middle managers and directors who are responsible for developing individuals and teams within the organisation, or who are interested to foster a developmental climate through the use of mentoring within the Public Service. While no prior experience in mentoring is required, this programme will be more useful for those who are about to embark on a mentoring relationship or are already functioning as a mentor, either formally or informally. Explore the role of mentorship in building leaders in organisations, dive within to gain a deeper understanding of your uniqueness as a mentor, and be introduced to core skills to help build your mentorship, contributing to a climate of growth within your workplace – one mentoring relationship at a time!

Programme Overview

Developing Individuals

[In-person] Crucial Conversations® For People Managers (Signature Program)

Course code: **CRCCM10**

[Website link here](#)

Overview

How do you hold difficult or uncomfortable conversations with your team members - especially when issues are sensitive, opinions vary, and emotions run high? The Crucial Conversations® programme will provide you with the skills to create alignment and agreement on difficult changes through open dialogue. This will encourage free and honest communication in your team, within a culture of psychological safety.

[Virtual Classroom] Managing Staff Performance using Our Core Competencies for Supervisors

Course code: **CRMCSV**

[Website link here](#)

Overview

With the launch of "Our Core Competencies" in place of the AIM model, supervisors will need to manage the performance and development of their officers using the new set of competencies. As our renewed set of core competencies prepare public officers to deliver excellence today and build the Public Service of tomorrow, this programme also seeks to equip supervisors with a more progressive performance management approach.

Programme Overview

Building Effective Teams

[Virtual Classroom] Facilitating Meetings that Matter: Energising People, Achieving Outcomes

Course code: **CRLAFVL**

[Website link here](#)

Overview

Are you frustrated with the meetings you attend? Most leaders and team members would have experienced some frustration in the meetings that they facilitated or attended at one time or another. But what was it about these meetings that actually frustrated us? Meetings can become a conduit for change, and the meetings that YOU run and attend can become a site of improved productivity, communication and well-being. Sign up for this programme to learn how.

[Virtual Classroom] Teaming for Winning: Enabling Leaders for Team Success

Course code: **CRTFWVL**

[Website link here](#)

Overview

Think of a complex project such as the construction of Singapore's Jewel, Changi – where it involved teamwork across organisations, departments and individual contributors who are meeting for the first time. How can we ensure successful outcomes in light of the challenges that such teams face? Teaming for Winning: Enabling Leaders for Team Success is an intensive 2-day programme designed to equip you with practical tools, processes and frameworks to lead your team to success. You will learn to create the conditions for individuals to work effectively as a team, build trust, collaborate and harness the diverse strengths of your team.

Multipliers: Bringing Out the Best in Your People

Course code: **CRMULTS**

[Website link here](#)

Overview

Have you ever wondered why some leaders drain "intelligence" while others make the people around them "smarter"? Why do some leaders attract talent, while other leaders repel them? Now imagine if you could get at least 2x the intelligence and contribution from your teams. What could effective performance and results look like? In today's challenging landscape, leaders everywhere are facing increasing pressures to create more with less – to navigate uncertainty, lead change and build future-readiness in both their teams and themselves. We need all the intelligence and contribution from every team member to thrive and win. Join us in this impactful workshop to master the Multipliers mindset and behaviors in real-life scenarios. Engage in simulations, discussions, activities, and experiments to uncover your multiplying and diminishing behaviors. Learn how to amplify the growth and success of your people and teams effectively.

Programme Overview

Building Effective Teams

[In-person] Empowering Teams through Psychological Safety

Course code: **CRETPS**

[Website link here](#)

Overview

When leaders in the public service face increasing demands to achieve more with fewer resources, have you considered how cultivating a culture of psychological safety can elevate your leadership effectiveness? Imagine leading a team where every member feels valued and empowered to share their insights and ideas, even amidst uncertainty. This culture of psychological safety not only unlocks creativity and drives innovation but also significantly enhances team performance.

Yet, embedding this culture can be challenging, as leaders come up against established cultural norms, behaviours, assumptions and values.

Join us for a dynamic workshop focused on cultivating this critical culture within your teams. Through immersive role-plays, interactive case scenarios, and collaborative discussions, you will explore the core principles that promote a supportive environment and discover its vital role in enhancing team effectiveness and performance.

Programme Overview

Building and Strengthening Partnerships

[Virtual Classroom] Leading with Emotional Intelligence for First-Time Managers

Course code: **CRLEQ11**

[Website link here](#)

Overview

The most effective leaders are all alike in one crucial way: they all have a high degree of what has come to be known as emotional intelligence. Without EQ, a person can have the best training in the world, an incisive, analytical mind, and an endless supply of smart ideas, but he still won't make a great leader. (Daniel Goleman, "What Makes a Leader", HBR, 1998) Research shows that a high level of emotional intelligence (EQ) is associated with better performance in areas such as self-awareness, decision-making and developing relationships with others. As a manager, you are expected to work with and through team members, peers and stakeholders to achieve results. When perspectives differ, emotions show up, impacting the people you work with as well as your own work performance. How aware are you of your emotions and their impact on your behaviour and others around you? How do you strengthen your impact, presence and interpersonal connections through the use of emotional intelligence? Specially designed for managers, this programme will help you leverage your emotional intelligence to be a more effective team leader.

[Virtual Classroom] Using Power Well in Leadership

Course code: **CRPWMVL**

[Website link here](#)

Overview

As a leader leading your team, how can you tell if you are using power effectively?

Studies have proven that employees do not leave organisations; they leave bosses, specifically bosses who do not manage their authority effectively. Developing the competence to use power effectively is essential for managers as it has a potentially significant impact on employee engagement and productivity within the team. This programme offers a unique opportunity for you to examine how you can use power effectively within your team, agency, and other stakeholders.

Each participant will need to go through the Diamond Power Index Profiling tool. Participants will receive a personal Diamond Power Index (DPI) report. This 360-assessment* tool provides insights into the three dimensions of your Personal Power. It includes both a self-rating and others-rating via a specifically researched and designed survey.

**The DPI asks a different set of questions from the LCF 360. There will be a one-to-one debrief of report – You will receive a one-to-one debrief of the report. The 45-minute debrief will be conducted via Zoom, and will take place with a certified facilitator prior to the workshop. Deep dive virtual workshop – You will have an opportunity to deep dive into the six kinds of power and understand the power paradox, alongside other middle managers in the programme.*

Programme Overview

Building and Strengthening Partnerships

[In-person] Clear Leadership Course

Course code: **CRCLC**

[Website link here](#)

Overview

The Clear Leadership Course provides a thorough introduction to the partnership-based theory of organisational design and leadership. Through their unique approach, you will gain intra- and inter-personal clarity to lead and exercise collaboration in partnership-driven work. The Course provides several techniques for having conversations with yourself and others, resulting in understanding your own experience and other people's experiences for effective partnering and results.

Clear Leadership will allow you to show up differently at work and in your personal life by giving you a new, unique perspective on:

- The underlying social and psychological processes that keep you trapped in unsatisfying and unproductive relationships
- Why well-intentioned people who want to collaborate pull the rug out from underneath themselves and get in their own way
- The personal choices leaders and professionals have to make if they want to sustain real partnerships where everyone feels responsible for the success of their common purpose

Programme Overview

Working with Change and Complexity

[Virtual Classroom] Managing the Human Side of Change at Work

Course code: **CRMCE11**

[Website link here](#)

Overview

Change affects people. The main goal of the programme is to equip individual officers and change agents with the knowledge, skills and tools (after understanding how people move through transition differently) to motivate and support their staff, peers, teams and themselves to embrace change. By understanding the change process and the emotional impact on people, you will be able to formulate effective strategies for more successful outcomes.

[Virtual Classroom] Leading Your Team through Change

Course code: **CRLTCVL**

[Website link here](#)

Overview

In a global landscape that is VUCA (Volatile, Uncertain, Complex, Ambiguous), organisations, and leaders face more complexity, challenges and changes. The COVID-19 pandemic and Post COVID-19 have accelerated the magnitude and the speed of change and digitalisation.

Being “future-ready” and “change-ready” in the way we lead and work is a necessity and a competitive advantage for organisations. Organisations, leaders and managers have to anticipate and be pro-active, to drive and implement changes rather than being reactive towards external circumstances.

Change can also bring about positive outcomes in terms of continuous improvement, innovation, transformation, success and growth for the individuals and organisations. As the future becomes more complex and diverse, Leaders and Managers must have the change agility and the ability to inspire, lead and manage change effectively through the “People Side of Change” to achieve organisational goals and outcomes. Learn how you can lead your team through change in this programme.

Programme Overview

Working with Change and Complexity

[In-person] Applied Change Management: Prosci* Change Management Certification Programme

Course code: **CRACM01**

[Website link here](#)

Overview

Faced with a rapidly changing environment and growing citizen expectations, organisations in the Public Service are increasingly required to respond by implementing change initiatives which can range from the introduction of new work processes or systems to organisational transformation. While some of these initiatives have found success, there are likely many others that have not. This can be attributed to the lack of attention paid to securing acceptance of change by affected stakeholders.

This 3-day programme is designed to be practice-oriented and includes a simulation experience that facilitates learning transfer. You should come with your team member(s) as an intact change team and bring with you a real change management project that you are currently working on. This will allow you to apply Prosci's research-based Change Management Methodology.

Programme Overview

Leading in Organisations

[Virtual Classroom] Basic Systems Thinking (using 3Quest™)

Course code: **CRSTB10**

[Website link here](#)

Overview

Systems are all around us. Our workplaces, organisations, families, finances, policies and the economy are all examples of human systems. Thus, our success in life and work is very much dependent on how well we manage such systems. Unfortunately, many of us are unable to deal effectively with systems. Or, the system resists our best efforts and does not change at all. Naturally, we end up feeling frustrated, puzzled and even helpless. The reason for this limited success in dealing with human systems lies in the difficulty in seeing the connections that exist among its various components (i.e. the stakeholders within the system). When we fail to see such connections, our well-intentioned actions often create unintended consequences.

Systems Thinking is a set of simple tools to help us see these connections better and create more effective strategies for both our lives and work. This requires us to answer The 3 Questions That Systems Thinkers Ask (or 3QueST™ for short). In this programme, you will be introduced to several 3QueST™ methodology tools to address these 3 questions. There will be opportunities to practice using the tools on issues or challenges you are facing in your work or personal life.

[Virtual Classroom] Advanced Systems Thinking (using 3Quest™)

Course code: **CRSTAVL**

[Website link here](#)

Overview

This is an advanced programme that builds on what was covered in Basic Systems Thinking (using 3Quest™). In this advanced programme, we will continue exploring The 3 Questions That Systems Thinkers Ask (3Quest™), which was covered in the basic workshop. However, this programme will also see the introduction of tools that will help you to deal with more complex, yet very common, systemic structures that plague us in our daily lives and work. Known as systems archetypes, these structures represent generic challenges and dilemmas that we face. This programme will also elaborate on the recommended strategies for addressing each archetype.

Programme Overview

Leading in Organisations

[In-person] Leading and transforming at scale: Building blueprints for impact

Course code: **CRLTS**

[Website link here](#)

Overview

Successful transformations require strong sponsorship, engaging leadership, clear directions and concrete plans. Only then can a transformation lead to the intended substantive and systemic changes in our work and the way we work in our organisations. Hence, this programme - Leading and Transforming at Scale: Building Blueprints for Impact - will equip you with the practical knowledge, frameworks, tools and mindsets to lead your organisation's transformation. The contents build on the foundation of our previous transformation programme and now integrate a systemic orientation, an organisation frame to scale up, and the transformation leadership role.

In the programme, you will build a blueprint to map the plans and shifts needed for your real-life transformation project. In addition, you will learn and apply concepts and templates for implementation along the different stages of transformation. You will also receive team coaching to translate your learning into tangible outcomes.

[In-person] Multipliers for Leading Transformation

Course code: **CRMLTX**

[Website link here](#)

Overview

Overview: You're facing increasing pressure to act swiftly, maintain relevance, and stay ahead of the curve in today's rapidly changing landscape.

As a senior leader, you're expected to spearhead transformation efforts in response to these challenges.

In this programme, you will be equipped with practical frameworks and actionable strategies to lead and drive transformation effectively. Our approach synthesises current research and hands-on consultancy insights from working with senior leadership teams across various levels and layers in agencies.

To make the most of this experience, we ask that you come prepared with a live case study - a recent, current, or upcoming example from your own work. This will allow for practical application and rich discussions during the programme.



Design & Delivery of Learning Experiences

**Leadership Webinars & Executive Coaching
for Directors**

The Public Service Coaching Programme (PSCP)

What is the PSCP for?

The PSCP is intended to support participants' leadership development and to enhance their effectiveness and impact as a leader within their organisations. Executive coaching is a timely form of support for officers who are experiencing key transitions at work (e.g. taking on a new role/portfolio) and particularly suitable as a form of ongoing development for senior leaders.

Through a series of one-on-one coaching, participants will work with a professional coach to:

- **Reflect and gain greater insights on their leadership behaviours and impact on others,**
- **Identify personal/leadership development goals to enhance their potential and effectiveness,**
- **Discover options and strategies available for pursuing behavioural change and growth, and**
- **Receive feedback and support to stay on track in pursuing their development.**

Who is the PSCP for?

This programme is targeted at participants in Director, Senior Director or Assistant/Deputy Chief Executive positions who:

- have recently completed a Leadership Competency Framework (LCF) 360 exercise (within last 6 months), OR
- are transiting to new leadership roles with greater challenges, AND
- are keen and committed to receive 1:1 executive coaching, AND
- are unlikely to receive coaching through other platforms (e.g., leadership and milestone programmes such as DDE/SMP, coaching within own agency) in the same year

Format: 4 sessions of one-on-one executive coaching (approx. 1.5 hours per session) over a 6-month period*





Learning Resources

To support ongoing workplace learning and development, ILOD has created and curated learning resources for leaders and managers.

**Leadership E-Resources/
Researcher's Desk/Catalyst**

Leadership e-resources

Have a question on leadership or a leadership challenge you are facing?

CSC offers a range of digital resources across a range of leadership and OD topics to support leaders in a timely and easily accessible manner. These resources include toolkits, articles, infographics and videos. They can be used at any point in your development journey to build your foundations in key leadership areas or to support ongoing reflections around your leadership practice.

Check out the following platforms to access these resources!



LEARN

A WOG digital learning platform that lets you discover a world of learning resources with CSC's proprietary content and curated learning pathways from renowned third-party content providers.

[Click here](#) to access LEARN resources.



ODEx

A self-help platform with OD resources that support practitioners who undertake the OD journey (ode) to make extraordinary (x) impact to the organisations they are a part of and who want to be a part of a vibrant community that is committed to making their organisations a better place.

[Click here](#) to visit this microsite. Read our publications at [ODEx Perspectives](#).



ILODecoded [Hosted on Intranet]

This microsite hosts a collection of knowledge in the areas of leadership and organisation development and their adjacencies, in the form of summary articles, infographics, podcasts and practitioner reflections.

Click [here](#) to access ILODecoded today! You will need to access this microsite using GSIB devices.

Researcher's Desk



"From the Researcher's Desk" is a monthly newsletter from the researchers of Institute of Leadership and Organisation Development at CSC.

The aim of this newsletter is to share the interesting and thought-provoking materials that have come across our desk that we feel are relevant and useful for leaders and officers in the Public Service. Every month a different researcher will share relevant articles and research products that the research team has produced with a short summary to help keep you informed on a variety of topics.

*The views expressed in this newsletter are strictly the researcher's own and are not intended to represent ILOD's or CSC's views on the issue.

To join the "From the Researcher's Desk" mailing list go to <https://go.gov.sg/ra3rur> or scan the QR Code



<https://go.gov.sg/ra3rur>

