

NAVIGATING THE UNKNOWN



Discover powerful, new and unique approaches and tools to successfully cross through turbulent times and avoid economic tidal waves that can arise abruptly.

Dan Low and **Dr. Patrick Lagadec**, Director of Research at Ecole Polytechnique and Member of European Crisis Management Academy, have teamed up to offer the best and a unique training to provide the keys to navigate the unknown.

THE ISSUE

Top-level managers are already – and will be increasingly – confronted with turbulent contexts, for which no pre-established plan of action exists. They have to be prepared intellectually and psychologically to be able to develop new and appropriate managerial skills to find appropriate paths and manage their team through these territories.

Obviously, decision-makers must know how to respond to conventional incidents, which call for the best implementation of well-known operational and organizational responses. They also have to be trained to address and fix specific events that already have happened in the past; especially by acquiring the ability to conduct crisis teams, and to respond to the media. Many textbooks on the matter have been on the shelves since the 1990s. This is the bulk of **conventional seminars** in crisis management: basic scenarios clarification, fixed organizational settings, pre-packaged tools, and “media training”.

Nevertheless, even if today’s leaders have to be able to manage conventional emergencies and specific crises, they must also **avoid training only for “fighting the last war.”** This is a crucial challenge. We are now in a new territory. Our world is now characterized by extreme complexity and structural turbulence: vital and intertwined networks, speed, just-on-time processes, and the loss of many conventional references. It’s a new game, where the unknown is no longer on the fringes, but at the center of the system. Industrial or business crises mix with a whole series of “texture crises” – climate, public health, social upheavals, waves of suicides, generation split, “grey terrorism”, financial meltdowns. Our best tools, practices, organizational settings suddenly appear completely outdated. Our best responses appear increasingly fragile, since global contexts are increasingly unstable, prone to strange “liquefaction” dynamics.

When a leader suddenly has to switch from the conventional, well-known accident to this new sort of unstable, open theatre of operations, he or she is brutally exposed to destabilization: his or her logic of action does no longer fit; the existing tools no longer work. Worse: the best practices that used to be useful in conventional settings can feed the development of the crisis. Conventional best practices are even turned into counter-productive weapons. International companies are now acknowledging that their severe crises are increasingly “outside the box” issues. If we do not upgrade our approaches, designs, tools and training, these new crises will provoke unmanageable turbulences. No one has a pre-packaged response to these new crises. The very idea that such scripts could exist is a trap leaders should avoid. These new crises demand **entirely creative approaches and tools, and very innovative training.**

Emerging crises thus call for preparations that are themselves outside the box. The goal is not to deliver tools to prevent or control everything or to be protected from any surprise. It rather is to **prepare leaders to be surprised**, and to **be able to write new scripts, for themselves and for their teams.** In practice, this means we need to create new kinds of preparations, where individuals and teams are trained to confront the unknown, and to do that **creatively**, not defensively. Then, and only then, can a crisis also become an opportunity. This is the way to learn navigating turbulent times.

We offer special seminars combining

- a) a preparation to leadership in the Unknown
- b) a consolidation of individuals and teams to be able to meet the challenge (such capabilities are crucial, and never taught).

NAVIGATING THE UNKNOWN

THE 2-DAY SEMINAR

DAY 1 : animated by Patrick Lagadec



Morning

- 9:00 – 9:45** Rapid presentation: the trainer, the issues, and the seminar
+ *Exercise*
- 9:45 – 10:45** 1st clarification: The theater of operations: turbulent times (case studies and key points)
+ *Group exercise*
- Break*
- 11:00 – 12:00** 2nd clarification: Strategic pitfalls (case studies and key points)
+ *Group exercise*
- 12:00 – 13:00** 3rd clarification: Response and practical process: the “Rapid Reflection Force”
+ *Group exercise*

Lunch

Afternoon

- 14:15 – 16:45** **UNCONVENTIONAL SIMULATION:**
+ *Group discussion*
- Break*
- 17:00 – 18:00** Final clarification: Paths for progress
+ *Group discussion* on how to follow-up on the day’s learnings
- 18:00 End of Day 1 training**



DAY 2 : animated by Dan Low



**FREE YOUR PSYCHOLOGICAL SPACE TO ALLOW FOR
RAPID DECISION-MAKING AND INNOVATIVE ACTIONS**

Among others, learn to:

- instantly shift psychological states or perceptions
- create a protective firewall in your brain
- stay Zen by cutting out all negative emotions
- master illusion to control situations rapidly
- dance with what is, not what should be
- be a 5-star innovative/creative Leader in the Unknown

Walk out with a clear, samurai-state of mind to face the future with confidence.

Morning

9:45 – 13:00

Knowing the 3 Worlds / The Deadly G4 / VR3 (exercices)
Time management / Defrag / Sting the Bull with 3 Bees
Installing a psychological firewall in your brain (exercices)

15 minute-break at mid-time

Lunch

Afternoon

15:00 – 18:15

The NoBagMan / Dancing with Crazy Bob (ultimate reality)
Focus / Mastering illusion (exercices)
Determining criteria for a 5-star crisis leadership profile (exercices)

15 minute-break at mid-time

18:15 End of Day 2 training



THE TRAINERS

Patrick Lagadec has 30 years of experience enhancing corporate and public response to major crises. As well as being a research scientist he is a consultant to C-level executives, corporate leadership teams, and high-ranking public officials.

In his experience, the most successful way to train leadership teams is to conduct short seminars. The key goal of the seminar is to prepare leaders and the networks in which they evolve to grasp the crisis-turbulence challenge and respond creatively. The focus is not specific tactical techniques and ready-made tools, but rather **the development of a shared ability to ask open question, shape relevant visions and practices when suddenly faced with the unknown**. This being said, participants will be given the opportunity to train with some very practical processes – among which the **Rapid Reflection Force** process, which will be the red thread of the seminar.

The seminar will focus on several points:

- Personal involvement: which is key when the goal is to prepare participants to confront surprise;
- Case studies from the field: post-mortem debriefings are extremely useful to help participants envision difficulties and challenges at stake, and learn from successful leaders;
- Short presentations summarizing the key questions and lines of responses.

Patrick www.patricklagadec.net is using videos intensively: case studies, interviews with exceptional leaders, practical processes implemented in first-class organizations, etc. For international audiences, cases and leaders coming from the Anglo-Saxon world are dominant. However, the focus of the whole seminar is the participants themselves, not a collection of PowerPoint presentations. People and group dynamics are the key, not any pre-written training script.

Dan Low, known as a corporate hitman or mercenary whose targeted victims are corporate inertia, demotivation, disorientation and others, did research in the 1970s and created a series of highly effective Western and Eastern management tools. His seminars were initially attended by CEOs from multinationals before being extended to the general public and company personnel in 1993. Since then he has held more than 500 interactive sessions and given 150 conferences in Europe.

Dan taught for several years the techniques of Advanced Management at the Université Paris Nord. He was also coordinator of the Management Group in an international networking association of professionals and alumni of major business schools. He intervened in many companies and organizations, including UNESCO. His book "*The Art of Self-Combat*" was first published in France by Pearson Education and in Japan by PHP Institute. The English edition (as well as the reedition of the French book) was released in 2007 under "*Maximize Your Potential with Powerful Tools... and No Stress*"

The educational principles of his trainings are based on interactivity and exposure to situations. The concepts, substantiated by reasoning, are highly symbolic and powerful, with a strong impact for memory recall. They favor individual and collective learning in real work situations. Because of their specificities change is palpable, rapid and transferable, thus enabling individuals to control all types of adverse situations and to free their potentials.

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Personal, Professional & Organizational Development

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