



# TRANSFORMATIONAL GROWTH LEADERSHIP PROGRAMME

## QUOTE

“Leadership and learning are indispensable to each other.”

John F. Kennedy

# THE TRANSFORMATIONAL GROWTH LEADERSHIP PROGRAMME

Mr Lee Kuan Yew was once quoted as having said,

“I do not yet know of a man who became a leader as a result of having undergone a leadership course.”

The fact of the matter is that leadership development courses have little impact on a person becoming a leader if that person was not already one. For such courses to work, the person attending the course must already have shown leadership abilities, and must already know that there are areas he needs to improve, and must want to improve them.

The tenets of a good leadership development course are therefore:

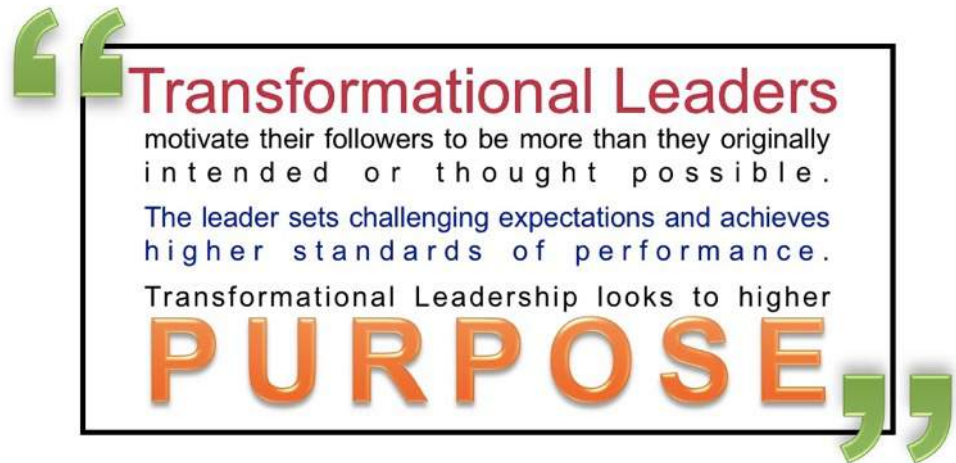
1. The ability to understand one's current leadership traits defined around a valid leadership model
2. The ability to identify areas of strengths and areas for development
3. The ability to pin-point individual behaviours to be developed and demonstrated
4. The ability to individualise learning
5. The ability to review one's actions after implementation
6. The ability to constantly evolve one's leadership traits

This programme provides all of the above using the Bass Transformational Leadership model.

## THE BASS TRANSFORMATIONAL LEADERSHIP MODEL

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James MacGregor Burns first developed the notion of the transactional and transformational leader in 1978, suggesting that they are mutually exclusive. Bernard M. Bass expanded on this in 1985 and spent the next few decades developing and refining the Bass' Transformational Leadership Theory. He essentially proposed that today's leader must simultaneously display both transactional and transformational leadership. This has today become the definitive theory of transformational leadership. In this programme, we will uncover each participant's behavioural traits, and help develop them to become the best transformational leader ever!

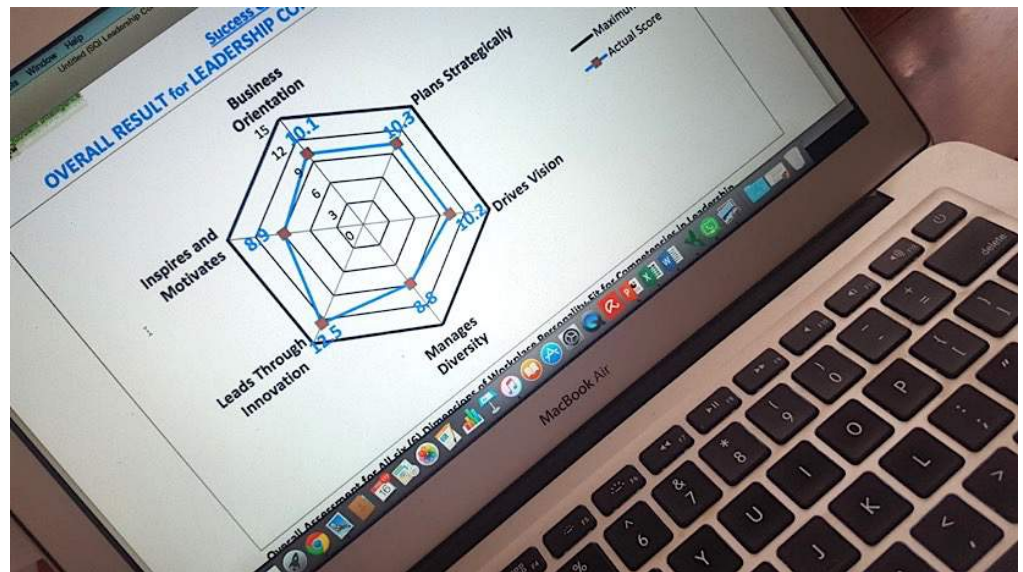


BERNARD M. BASS

For a more expanded discussion on the Bass Transformational Leadership Theory, read Annex A at the end of this brochure.

## UNDERSTANDING YOUR OWN LEADERSHIP TRAITS

Leadership development must start with understanding your own behavioural traits and what are your strengths and what are areas for development. This programme uses the Success Quotient Intelligence (SQI) for this. The SQI is a psychometric tool developed in Singapore by Dr Frederick Cheng that allows users to understand their behavioural traits and yields the Transformational Leadership SQI Report. Offering a complete report detailing Transformational and Transactional Leadership traits, participants will uncover where they are strong, and where they may need development; what they may be inclined towards and what they may shy away from.



By understanding their personal leadership traits, participants will be able to tailor their learning in class and individualize each lesson to make all interactions meaningful. And this leads to learning success.

## WHAT YOU'LL GET FROM THIS PROGRAMME?

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Leadership theories can be taught, but they will not lead one to becoming a better leader; they need to be practised. This programme offers a balance of learning and coaching, providing both cognitive and behavioural development. Here's what you can expect...

1. Know your growth mindset inclination and how to develop yourself better;
2. Understand the behaviours of the transformational and transactional leader;
3. Uncover your personal leadership behavioural traits;
4. Identify the areas you want & need to develop to become a Growth Transformational leader;
5. Learn specific skills to grow each dimension of leadership;
6. Commit to continually drive both transactional and transformational leadership development

## UNCOVERING THE LEADERSHIP TRAITS

This programme was developed on the back of the Bass Transformational Leadership model and the traits are mapped onto this model. There are two sets of traits: Transformational and Transactional, as follows:

### TRANSFORMATIONAL

- Foresee future business landscape
- Create shared vision to meet future needs
- Influences others to take practical actions

Drives Vision



- Inspire respect & commitment from others to embrace organisation values
- Inspire others to communicate effectively & work towards higher efficiency
- Inspire others to surpass own current best

Inspires & Motivates



- Innovate to meet customers' future needs
- Influence others to apply new ideas to improve customer experience
- Champion creativity in a systematic manner

Leads through Innovation



- Provide opportunities for others to think, plan and make sound decisions
- Coach others on the "why" & "what" to get work done more effectively
- Give others a second chance to improve

Coaching



- Mediate disputes, conflict and disagreement within the team
- Encourage team to leverage diverse resources to stimulate new ideas
- Accommodate diversity of views and lead them to achieving common goals

Manages Diversity



## TRANSACTIONAL

- Set long-term objectives to support organisation vision
- Analyse trends and foresee future business landscape
- Strategise systematically to reach long term objectives

### Plans Strategically



- Set goals linked to company objectives
- Develop planned actions to achieve work goals
- Organise work to achieve company objectives

### Organising



- Define goals, roles and accountabilities to ensure clarity
- Build teamwork across functions to support execution of common goals
- Manage differences with composure

### Team Management



- Seek to understand others first from their point of view before making suggestions
- Exercise influence at the workplace
- Communicate with clarity

### People Engagement



- Sense & seize business opportunities to generate value-added results
- Take on challenges constructively and follow through till the goal is accomplished
- Take timely actions for results

### Results Oriented



## FLEXIBLE LEARNING DESIGN

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Choose any or all of the following learning modalities



### Online SQI\*

Done one month before class starts. Individual SQI Transformational Leadership report is sent to participant with reflection questions to guide learning.



### Online Learning

This is an online platform with self-assessments where all the key information is taught so that participants learn critical lessons before the Workshop



### Workshop

Two-day highly interactive workshop which focuses on behavioural development of key leadership skills. No info-dumping, just pure experience!



### Coaching

One-on-one coaching (60 mins) one month after the end of class to support progress and overcome hindrances. Further development plans may result.

\*Mandatory



## E-LEARNING COURSE OUTLINE

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*The structure of the online learning course is subject to change without prior notice.*

### Part One: Understanding the SQI

1. Unpacking the SQI
2. What your SQI assessment tells you
3. Focusing your learning

### Part Two: Introduction to Bass Transformational Leadership Theory

1. From Burns to Bass - Transactional & Transformational Leadership
2. What it means to be a Transformational Growth Leader

### Part Three: Developing Transformational Leadership Traits

1. Driving vision & higher purpose with the Cover Story
2. Inspiring & Motivating to exceed expectations
3. Leading innovation through the hypothesis-driven process
4. Becoming the GROWth Leader-Coach
5. Managing diversity of thoughts & values

### Part Four: Developing Transactional Leadership Traits

1. Plan strategically with the Balanced Scorecard
2. Set individual goals to increase WIIFM
3. There is no "I" in TEAM
4. Engage people through self-actualisation
5. Execute through results orientation

## TWO-DAY WORKSHOP OUTLINE

Day One	Day Two
<p><b>Unpacking the SQI</b></p> <p><i>Getting the most of your report</i>  <i>Demonstrating the Growth Mindset</i>  <i>What does that mean to me?</i></p> <p><b>Cover Story Gallery</b></p> <p><i>Participants come to the class with their own Cover Story (pre-course work)</i>  <i>Showcasing each participant's Cover Story</i>  <i>Driving vision &amp; motivation with the Cover Story</i></p> <p><b>Facilitating a Business Canvas session</b></p> <p><i>Exercising innovative mindset with the Business Model Canvas</i>  <i>Championing innovation creatively</i></p> <p><b>Becoming a GROWth Leader-Coach</b></p> <p><i>Coaching role-plays on several scenarios</i>  <i>Developing Leader-Coach traits</i>  <i>Communicating with empathy</i>  <i>Giving Proper Performance feedback</i>  <i>Delegating for Development</i></p>	<p><b>Planning &amp; Organising with the Balanced Scorecard</b></p> <p><i>Identifying metrics for performance</i>  <i>Understand where to find those metrics</i>  <i>How to inspire higher performance with metrics</i></p> <p><b>Engaging with Self-Actualisation</b></p> <p><i>What is my engagement style?</i>  <i>Reaching out through self-actualisation</i></p> <p><b>Becoming results oriented</b></p> <p><i>Team activity to emphasise that not everything the matters can be measured</i>  <i>Leading a diverse team to results</i></p> <p><b>Answering leadership questions</b></p> <p><i>Panel discussion with industry leaders (Identity of panel members will be made known a few days prior to the workshop)</i></p> <p><b>Personal Sharing: "What I shall do next..."</b></p> <p><i>Participants to design and sign off on personal leadership development plan</i></p>

NOTE: This outline is indicative only, and is subject to change due to group requirements and customisation.

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## TRAINERS

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### ELIZA KWEK

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An international, cross culturally sensitive Organisation and HR consultant and Executive Coach who thrives on learning, adding value in transforming the way individuals, teams and organizations think and view challenges. Eliza brings with her a wealth of Transformational Leadership experience in private MNCs, SMEs and the public sector. Eliza is an ACTA certified Trainer, Assessor and Course Developer for Singapore's WSQ (Work Skills Qualification) framework, a Fellow of the Higher Education Academy, UK and licensed Instructor for a number of Forum/2080, Mercer/Oliver Wyman and Korn Ferry/Pivot programmes, Barrat's Cultural Transformation Tool and TMC-Berlitz's Cultural Orientations Indicator. She integrates 360 Feedback with various psychometric tools. Her M.A. in Manpower Studies from Birkbeck College, University of London provides a sound basis for her part time academic career in Singapore Management University, Nanyang Technological University, the Lee Kuan Yew School of Public Policy among others.




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### ROSS SWAN

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Ross Swan is a perceptive, responsive, and accessible consultant and coach and trainer, with broad experience in varied industries worldwide, including financial services, construction, energy, logistics, distribution, retail, engineering, hospitality, airlines, and manufacturing. He is highly regarded for his proactive methods to capture and integrate employees' Discretionary Performance<sup>SM</sup> with corporate vision. He works internationally, spanning a variety of industries around the globe, from an energy giant's refinery in his Australian homeland to the largest local bank in Singapore. His projects in Singapore, where he is mainly based, encompass diverse cultural backgrounds. Ross holds an M.Sc. in Training and Performance Management from the University of Leicester, UK, and received his Graduate Certificate in Business Education from the Queensland University of Technology. He is certified in Training and Assessment and holds a Management Certificate in Marketing from the Queensland University of Technology, as well as certificates in Media Relations.

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## WHO SHOULD ATTEND?

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Supervisors to middle-level managers, high potential talent, line leaders identified for advancement

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## WORKSHOP VENUE

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Holiday Inn® Singapore Orchard City Centre  
11 Cavenagh Road, Singapore 229616

Conveniently located in the heart of Singapore, Holiday Inn® Singapore Orchard City Centre is just minutes away from the Central Business District and the Somerset and Dhoby Ghaut Mass Rapid Transit (MRT) stations. With 11 well-appointed function rooms, and two restaurants – the award-winning Tandoor, featuring authentic North Indian cuisine, and the Window on the Park serving International buffet - and the Lobby Lounge & Bar which provides a perfect venue to unwind after and network at the end of the day.



## PROGRAMME FEE PER PERSON

<p>SQI \$176</p>	<p>Online Course \$291</p>	<p>Workshop \$1,683</p>	<p>Coaching \$499</p>
<p><b>Bundle A</b> \$2,252</p>			
<p><b>Bundle B</b> \$1,989</p>			

### Terms and conditions

- Learners can opt to do each element of the programme separately, or choose any of the bundles.
- Bundle A** consists of all the learning elements – SQI Assessment, Online Course, Workshop and One-on-One coaching
- Bundle B** consists of the SQI Assessment, Online Course and Workshop
- Bundled price is applicable only upon registration and cannot be applied retrospectively
- Minimum class size per Workshop to run is **10** persons; no limitations for other modalities
- Workshop fee includes venue and meals. Unless otherwise arranged, Day One lunch will be held at Window on the Park, and Day Two lunch will be held at Tandoor.
- Workshops need to be scheduled at least 4 weeks in advance of the registration to enable participants to undergo the online learning and SQI assessment
- Trainer and coach may not be the same person
- Each coaching session lasts one hour
- Subsequent coaching may be purchased at \$525 per hour per person; or \$2,880 per block of 6 hours per person
- All fees are nett with no additional GST
- Only online registration is accepted. To register, click here  
<http://www.growth-consulting.net/#!tlp-sign-up/u4x1b>
- By submitting your registration online, it denotes an agreement between your company and Growth Consulting & Training Pte Ltd, and agree to abide by these terms and conditions. Read together with this brochure, the online registration form and the corresponding confirmation email, they form a legally binding agreement from the date of submission.
- This agreement shall be governed by and construed in accordance with the laws of the Republic of Singapore.

## NOT WHAT YOU'RE LOOKING FOR?

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Not a problem! We can customize your training and teambuilding with a specialized SQI report designed and applied solely to your team. And we can create the right developmental solutions to meet your end goal in mind.

Simply call or email [Ian Dyason](#) at +65-9385-8831 or [info@growthconsultingasia.com](mailto:info@growthconsultingasia.com)

## FREQUENTLY ASKED QUESTIONS

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### 1. What is the focus of this leadership development program?

This program focuses primarily on Bass' Transformational Leadership Theory, but contextualized for adoption in organisations. While Burns introduced the concepts of transactional and transformational leadership, he viewed them as mutually exclusive (either you had one or the other). Bass was of the opinion that a truly transformational leader has both qualities, and to be effective, one needs to call upon both traits. Hence, this program focuses on developing both the transformational and transactional leadership traits in the person.

### 2. What will I achieve at the end of this program?

Here are just some of the key outcomes of this program:

- A much better awareness and understanding of one's leadership traits
- A focused development plan to become a truly transformational leader
- Adopting the growth mindset
- Inspire yourself or your team to achieve greater results
- Build greater business acumen
- Learn managerial "tricks" to make your day that much easier

### 3. Why such a big emphasis on "growth"?

In Dr Carol Dweck's book, *Mindset: The new psychology of success*, she outlines two distinct mindsets that we adopt: the growth mindset, and the fixed mindset. The growth mindset is one which seeks to learn by doing, to experiment and fail, only to get up and do better. Hence, the growth mindset sees talent and intelligence as evolving. The fixed mindset, by contrast, views all natural endowments as fixed and effort cannot change them. Hence, if one was born talented and intelligent, one remains so throughout life. By contrast, if one was born witless, or was a failure, one is doomed to remain as such. Hence, fixed mindset people will avoid a challenge if they are not certain that they will succeed. And they need to succeed spectacularly well, since their talent and intellect ride on these events.

In an ever-evolving environment, only those who are open to learning new ideas, to new experiences, to experimenting will be successful. In short, those with the growth mindset will succeed in today's environment.

And the growth mindset can be developed in each and every one of us.

4. I am not a leader in my organisation as I have no one reporting to me.  
How will this program help me?

Leadership is not just by formal structure, there is also informal leadership. Then there is also situational leadership, where one comes in and leads a team because the situation called for it, and not because of structural demands. Hence, even an individual contributor can be a leader in the organisation, and one should take this opportunity to groom oneself, thereby increasing the likelihood of leadership success over time.

And at any rate, one may not have structural leadership at work but may have it at home or in the community. So developing one's transformational leadership skills still has great relevance.

5. Must I do the SQL assessment in order to go through the online learning program?

Yes, this is the basis around which the whole program is designed. Hence the SQL is mandatory.

6. If there is no learning at the Workshop, why are you offering that?

While there is no information-dumping at the Workshop, there will be LOADS of learning in it. The Workshop is the only learning modality where we come together as a community and learn from one another. Through specially designed activities, the Workshop reinforces the lessons taken online and effervesces social learning to create a synergetic experience that cannot be matched by any online learning portal. And since leadership is about people, it is difficult to have any leadership development without them!

7. Can I skip the Workshop and only do the other three modalities?

Technically, the answer is yes; but please see our response to Question 6.



8. What can you customize so that I can adopt this program for my company/organisation?

While most training companies can customize their content and the delivery methods, many will not be able to customize their assessment reports beyond what is already offered. Not so in our case. We can even tailor the SQL report for a small fee to reflect certain core values of the organisation, if required. In short, we can customize every aspect of the program to coincide with your organisation's leadership model.

9. Can you just come in and design the SQL for our company without any corresponding development plan?

Yes. Please email [Ian Dyason](mailto:lan@growthconsultingasia.com) at [info@growthconsultingasia.com](mailto:info@growthconsultingasia.com) for more information.

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## Growth Consulting & Training Pte Ltd

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## BASS TRANSFORMATIONAL LEADERSHIP THEORY

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In 1978, James MacGregor Burns developed the transformational leadership theory where he proposed that leaders adopted one of two styles: the transactional or the transformational. The transactional leadership style is one which appealed to the person's self-interest. In others words, it asks what the country could do for the person. The transformational leadership style is one which exhorts the person to go beyond self-interest, focusing on motivations, morale and values. This is the "Ask-what-you-can-do-for-the-country" style. Bernard M. Bass picked up the discussion from 1985, outlining the need for both transactional and transformational leadership traits to lead to a big payoff.

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### TRANSACTIONAL LEADERSHIP TRAITS

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Two factors that characterize transactional leadership are **initializing** and **organizing** work (accomplishing the tasks at hand), and showing consideration for employees (satisfying the self-interests of those who do good work, or punishing those who don't). The latter revolves around promise, reward and punishment – transactions between the leader and the follower. However, such transactions are a prescription for mediocrity, especially if such leadership revolves around "management-by-exception (MBE)" – intervening only when things do not go according to plan. Bass identified three levels of MBE: active, in which the transactional leader will monitor the progress from afar and take corrective action if the follower fails to meet certain standards; passive, where the transactional leader waits for problems to arise before taking action (embracing the concept of "If it ain't broke, don't fix it); or laissez-faire, where he avoids any form of action whatsoever. Moreover, the promise of rewards or the avoidance of penalties depends on whether the leader has controls over these rewards and penalties, and whether the followers want the rewards or fear the penalties. In short, if the employees do not trust that the leader can, or will, deliver on these promises, – these trappings of transactional leadership – there is little performance.

## TRANSFORMATIONAL LEADERSHIP TRAITS

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Transformational leaders move followers beyond normal self-interest through **idealised influence** (positive charisma), **inspiration**, **intellectual stimulation** or **individualized consideration**. It elevates the followers' level of maturity and ideals, as well as concerns for achievement, self-actualisation, and the well-being of others. Idealised influence and inspirational leadership are displayed when the transformational leader envisions a desirable future, articulates how it can be reached, sets an example to be followed, and shows determination and confidence. Intellectual stimulation is demonstrated when the leader helps followers become more innovative and creative. Individualised consideration is demonstrated when the leader shows active attention to the developmental needs of their followers, supporting and coaching them to meet these needs. Transformational leaders delegate assignments as opportunities for growth.

## ALIGNING TRANSACTIONAL AND TRANSFORMATIONAL LEADERSHIP

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There was a time when transactional leadership was enough to get things done. Forty years ago, parents believed that it was most important to teach children to be respectful of authority, to respect religion, to respect the government, to avoid questioning authority. Today, parents feel that it is their responsibility to teach children to accept responsibility, be willing and confident to accept challenges, and to question authority when necessary. The picture of the "ideal" worker in the 1970s was one who was totally dedicated to one organisation, taking every bit of instruction that was handed to him, and never questioning authority. To be transformational, it was sufficient to just move the individual past his personal self-interest for the good of the organisation. The normal worker of the 2000s, by contrast, is one who is skeptical and cynical, and who does not accept anything that the leader dishes out to him without thinking it through, asking especially, "So, what's in it for me?" Moving followers towards the good of the organisation requires alignment of individual self-interest with the values of the organisation. Workers these days will not move in an altruistic manner, requiring self-interests to be aligned equally with organizational vision. In other words, a transformational leader needs to be able to be able to address transactional needs while leading their followers to become transformational.

For this to succeed, trust in leadership is again crucial.

This programme, therefore, helps participants build that trust  
through enhanced leadership skills.