

Innovative Leadership for Sustainable Growth

A LEADERSHIP SPECIALISATION PROGRAMME

This programme is compiled to support organisational leaders in inspiring and empowering people for a shared vision. It focuses on leadership qualities such as creating the right framework for individuals to reach their full potential by fostering purpose orientation, self-organisation, creativity, and experimentation. It also emphasises emotional intelligence, communication skills, and complex problem-solving. The programme primarily addresses personal development aspects, focusing on the transformation readiness within the organisation and at an individual level.



TARGET AUDIENCE

Executives and influential employees across all hierarchical levels actively want to shape the organisation's future and pave its way.

This programme is designed to engage intrinsically motivated professionals who want to take on an inspiring pioneering role and, therefore, wish to enhance their leadership skills.

More specifically:

1. **Entrepreneurs and Business Owners:** Those who want to initiate a comprehensive organisational transformation towards greater sustainability need to realign their company in an inspiring way, uniting their entire workforce.
2. **Executives at all levels:** Those who want to expand their leadership skills, going beyond the conventional management of teams and their daily operations to navigate teams in an inspiring and motivating way through times of constant change.
3. **Lateral Leaders:** Individuals in a lateral leadership position, such as project managers of strategic key initiatives, CSR or business development managers who drive transformative initiatives across departmental and organisational boundaries and therefore need to encourage and promote the personal responsibility of everyone in the organisation.



DURATION

The program is designed to be completed in 6-9 months.



PROGRAMME OBJECTIVES

- Equip participants with practical methods and tools to effectively navigate an organisation's or individual projects' sustainable transformation journey.
- Gain in-depth knowledge of how transformation processes take place and identify essential success factors to steer both organisational and individual transformation journeys effectively.
- Enhance leadership abilities such as emotional intelligence, empowerment strategies and the ability to lead challenging conversations in change processes effectively.
- Apply agile patterns and logic to accelerate sustainable business transformation.
- Develop an ethical and purpose-driven leadership style.
- Craft and communicate a compelling narrative that engages stakeholders effectively.
- Develop skills to define strategies to foster a culture of innovation based on knowledge assets, including assessing the intellectual capital management needs of the organisation.
- Get familiar with the system innovation approach, including various tools and methodologies for complex problem-solving.
- Engage in self-reflection and coaching to deepen self-awareness, recognise personal strengths and weaknesses, and apply responsible reactivity techniques to enhance team interactions and communication.
- Apply the acquired knowledge in daily practice through a personal action learning project.



LEARNING OUTCOMES

- **Apply Systems Thinking and Design Approaches:** Demonstrate the ability to use systems thinking and design thinking methodologies to identify, analyse, and solve sustainability challenges, fostering innovative and effective solutions for sustainable business practices.
- **Foster Collaboration for Circular Ecosystems:** Develop and implement strategies for effective collaboration, networking, and partnerships that advance circular economy principles and drive systemic change towards sustainability within and across organisations.
- **Lead Organisational Change and Innovation:** Lead and manage organisational change initiatives that promote sustainability, utilising agile methodologies and change management principles to navigate transitions successfully and inspire continuous improvement in sustainable practices.
- **Enhance Communication and Stakeholder Engagement:** Develop effective internal and external communication strategies to promote sustainability initiatives, fostering stakeholder engagement and support through storytelling, green nudges, and value-based leadership.
- **Cultivate a Culture of Sustainability and Resilience:** Build a culture of sustainability and resilience within organisations by integrating personal and organisational values, relational capital, and ethical leadership, driving long-term organisational growth and positive social impact.



PROGRAMME STRUCTURE

The program allows participants to choose a minimum number of courses in a specific stream. This allows participants to customise and select the most relevant courses based on their interests and background knowledge.

Therefore, the programme is structured into two streams as follows:

A. Change Management for Sustainable Innovation and Systems Thinking

This stream fosters innovative and sustainable practices within organisational structures through systemic approaches, stakeholder engagement, and capacity building.

No.	Course Name	Level
1	System and Design Thinking for Sustainable Transformations	Advanced
2	Connecting the Dots for Circular Ecosystems: Collaboration, Networking and Partnerships	Intermediate
3	Knowledge Management and Organisational Innovation	Intermediate
4	SustainAgility – How Agile Ways Help to Continuously Improve Sustainability in Business	Intermediate
5	Driving Sustainable Growth with Innovation Capital	Advanced
6	Green Nudges – Bridging the Intention-Action-Gap and Shaping Sustainable Futures	Intermediate

Stream A has a scope of 6 courses, from which the participants should choose at least 2 courses.



PROGRAMME STRUCTURE

B. Change Leadership for Inspiring Organisational Growth

This stream is dedicated to interpersonal aspects such as enhancing leadership skills, team dynamics, and internal communication to guide and inspire people through change.

No.	Course Name	Level
1	Personal and Organisational Values	Intermediate
2	Relational Capital	Intermediate
3	Unlock Your Potential as a Sustainability Leader	Intermediate
4	Beyond Boundaries: Navigating Team Dynamics and Development	Advanced
5	Transformation and Change Leadership – How to Navigate through the Transition Successfully and Inspiringly	Intermediate
6	Creating a New Narrative – How to Boost Your Internal Communication Effectively	Intermediate

Stream B has a scope of 6 courses, from which the participants should choose at least 3 courses.

We will require the participants to complete 5 courses to receive the certificate, but they are free to choose more.



APPLIED RESEARCH PROJECTS

LEADERSHIP COMMUNICATION STRATEGIES FOR DRIVING ORGANISATIONAL TRANSFORMATION IN SMES

- **Importance of the Topic**

Effective communication is a cornerstone of successful leadership, especially during organisational transformation. For SMEs with limited resources, clear and compelling communication from leaders is essential to ensure that all team members are aligned with the organisation's vision and goals. Understanding the impact of communication strategies on change leadership is critical for SMEs looking to navigate transformation successfully.

- **Research Subject**

This research focuses on the communication strategies leaders employ in SMEs during organisational transformation. It investigates how different communication styles and methods influence employee engagement, motivation, and acceptance of transformation or change initiatives.

- **Research Objectives**

- To analyse the role of leadership communication in facilitating organisational transformation in SMEs.
- To identify communication strategies that effectively engage and motivate employees during change.
- To assess the impact of transparent and consistent communication on the success of change initiatives.

- **Main Hypothesis**

Effective leadership communication positively influences the success of organisational transformation initiatives in SMEs.

- **Special Hypothesis**

- Transparent communication from leaders increases employee engagement during transformative or change processes.
- Regular and consistent communication from leadership reduces resistance to change and enhances the implementation of new initiatives.



APPLIED RESEARCH PROJECTS

LEADERSHIP COMMUNICATION STRATEGIES FOR DRIVING ORGANISATIONAL TRANSFORMATION IN SMES

- **Expected Scientific Contribution**

This research will contribute to the understanding of how leadership communication strategies impact the success of change management in SMEs. The study will provide empirical evidence on best practices for engaging employees and reducing resistance to change through effective communication.

- **Application of the Research Results**

The findings will be valuable for SME leaders involved in planning and navigating organisational change. The study's insights can be used to design and refine communication strategies, ensuring that transformation or change initiatives are well-received and effectively implemented. Additionally, the results can inform leadership training programs focused on communication skills.

- **Keywords**

Leadership, Communication, Transformation, Change Management, SMEs, Employee Engagement, Organisational Transformation, Communication Strategies.



APPLIED RESEARCH PROJECTS

ESSENTIAL LEADERSHIP QUALITIES FOR EFFECTIVE ORGANISATIONAL TRANSFORMATION: AN EMPLOYEE-CENTRIC ANALYSIS

- **Importance of the Topic**

Identifying and understanding the leadership qualities that employees consider essential during organisational transformation is critical for enhancing leadership effectiveness. These qualities influence how employees react to change, impacting their behaviour, mindset, and ultimately, the organisational culture. This insight is crucial for developing targeted leadership strategies that support successful transformation or change initiatives.

- **Research Subject**

This research will identify and analyse the leadership qualities considered most valuable by employees during organisational transformation. It will focus on gathering employee feedback to understand how these qualities affect their behaviour, mindset, and acceptance of change, as well as how these key leadership traits impact the overall organisational culture during transformation processes.

- **Research Objectives**

- Identify key leadership qualities valued by employees during organisational transformation.
- Analyse the impact of these leadership qualities on employees' behaviour and attitudes towards change.
- Evaluate how these qualities influence employees' mindset, including their resilience and adaptability.
- Determine the effect of these leadership qualities on shaping and reinforcing organisational culture during transformation.

- **Main Hypothesis**

Leadership qualities perceived as essential by employees positively influence their behaviour, mindset, and acceptance of organisational change, leading to a more responsive and innovative organisational culture.



APPLIED RESEARCH PROJECTS

ESSENTIAL LEADERSHIP QUALITIES FOR EFFECTIVE ORGANISATIONAL TRANSFORMATION: AN EMPLOYEE-CENTRIC ANALYSIS

- **Special Hypothesis**

- Leaders who exhibit high levels of emotional intelligence foster trust, emotional bonding, and a sense of orientation among employees, which in turn enhances motivation and autonomy during times of change.
- Leaders who practice clear and transparent communication positively impact employees' trust and acceptance of change, which enhances their willingness to support and engage with the transformation efforts.
- Leaders who empower employees to take the initiative and engage in self-organisation enhance their sense of ownership and accountability, leading to a more responsive and innovative organisational culture during times of change.

- **Expected Scientific Contribution**

The research will provide empirical insights into the leadership qualities that employees value most during change and how these qualities affect their behaviour, mindset, and the broader organisation. This study will contribute to the understanding of leadership effectiveness in the context of change management and provide practical observations on the relationship between certain leadership traits and the successful navigation of transformation or change initiatives.

- **Application of the Research Results**

The research will offer practical insights for leaders who navigate change effectively by highlighting the leadership qualities that employees value most. These findings can inform leadership training, improve communication strategies, and design initiatives that empower employees during organisational transformation.

- **Keywords**

Leadership Qualities, Organisational Transformation, Behaviour Change, Employee Mindset, Change Acceptance, Organisational Culture, Emotional Intelligence, Communication Skills, Empowerment.



APPLIED RESEARCH PROJECTS

DRIVING SUSTAINABLE GROWTH WITH INNOVATION CAPITAL

- **Importance of the Topic**

Innovation capital refers to the intangible assets that enable an organisation to innovate, including its culture, leadership, and ability to harness creativity and knowledge. In the context of sustainable growth, leveraging innovation capital is crucial for businesses aiming to meet current environmental and societal needs without compromising future generations. Understanding how innovation capital drives sustainable growth will help organisations create more resilient and adaptive strategies, promoting long-term value creation.

- **Research Subject**

This research focuses on the role of innovation capital in driving sustainable growth. It examines how companies can utilize their intangible assets, such as creative capacity, leadership commitment to innovation, and collaborative networks, to develop sustainable products, processes, and business models.

- **Research Objectives**

- To analyse how innovation capital contributes to sustainable business practices and growth.
- To identify key components of innovation capital that are most effective in promoting sustainability.
- To explore the relationship between innovation culture and the successful implementation of sustainable initiatives.

- **Main Hypothesis**

Organisations with a strong focus on innovation capital are more successful in achieving sustainable growth.



APPLIED RESEARCH PROJECTS

DRIVING SUSTAINABLE GROWTH WITH INNOVATION CAPITAL

- **Special Hypothesis**

- A continuous innovation and learning culture enhances an organisation's ability to implement sustainable practices.
- Leadership commitment to innovation capital significantly influences the effectiveness of sustainability strategies.

- **Expected Scientific Contribution**

This research will provide insights into how innovation capital can be a driving force for sustainable growth. It will offer empirical data on best practices for fostering an innovation-driven culture that aligns with sustainability goals, highlighting the importance of leadership and strategic investments in intangible assets.

- **Application of the Research Results**

The findings will be valuable for organisations seeking to enhance their sustainable growth strategies through innovation. Businesses can use the insights to develop targeted programs that build and leverage their innovation capital, ensuring long-term sustainability and competitive advantage. The results will also inform policymakers and educators on fostering innovation-driven sustainability in various sectors.

- **Keywords**

Innovation Capital, Sustainable Growth, Intangible Assets, Innovation Culture, Leadership, Sustainability Strategies, Business Models, Creative Capacity.



APPLIED RESEARCH PROJECTS

GREEN NUDGES – BRIDGING THE INTENTION-ACTION GAP AND SHAPING SUSTAINABLE FUTURES

- **Importance of the Topic**

Green nudges are subtle changes in how choices are presented that encourage more sustainable behaviours without restricting options. Understanding how these nudges can bridge the intention-action gap—where people intend to behave sustainably but fail to act accordingly—is critical for designing interventions that effectively promote sustainable lifestyles. This research will explore the potential of green nudges to shape individual and organisational behaviour towards more sustainable futures.

- **Research Subject**

This research investigates the effectiveness of green nudges in promoting sustainable behaviours and bridging the intention-action gap. It focuses on the psychological and behavioural mechanisms behind nudging. It examines how different types of nudges influence sustainable decision-making in various contexts, such as consumer choices, workplace practices, and public policies.

- **Research Objectives**

- To evaluate the impact of green nudges on sustainable behaviour change.
- To identify which types of nudges are most effective in different contexts (e.g., individual, organisational, public).
- To explore the psychological mechanisms that explain how and why green nudges influence behaviour.

- **Main Hypothesis**

Green nudges effectively bridge the intention-action gap, leading to more sustainable behaviours.



APPLIED RESEARCH PROJECTS

GREEN NUDGES – BRIDGING THE INTENTION-ACTION GAP AND SHAPING SUSTAINABLE FUTURES

- **Special Hypothesis**

- Nudges that appeal to social norms are more effective in changing behaviour than informational nudges alone.
- Behavioural interventions that leverage default options (e.g., opt-out systems) significantly increase sustainable actions.

- **Expected Scientific Contribution**

This research will contribute to the growing body of knowledge on behavioural economics and sustainability by providing empirical evidence on the effectiveness of green nudges. It will highlight best practices for designing nudges that promote sustainable behaviours across different sectors.

- **Application of the Research Results**

The findings will be valuable for policymakers, businesses, and sustainability advocates looking to design more effective interventions to promote sustainable behaviour. The study's insights can be used to develop targeted nudging strategies tailored to specific contexts and populations, enhancing the overall impact of sustainability initiatives.

- **Keywords**

Green Nudges, Intention-Action Gap, Behavioral Change, Sustainability, Nudging, Sustainable Behavior, Decision-Making, Behavioral Economics, Social Norms.