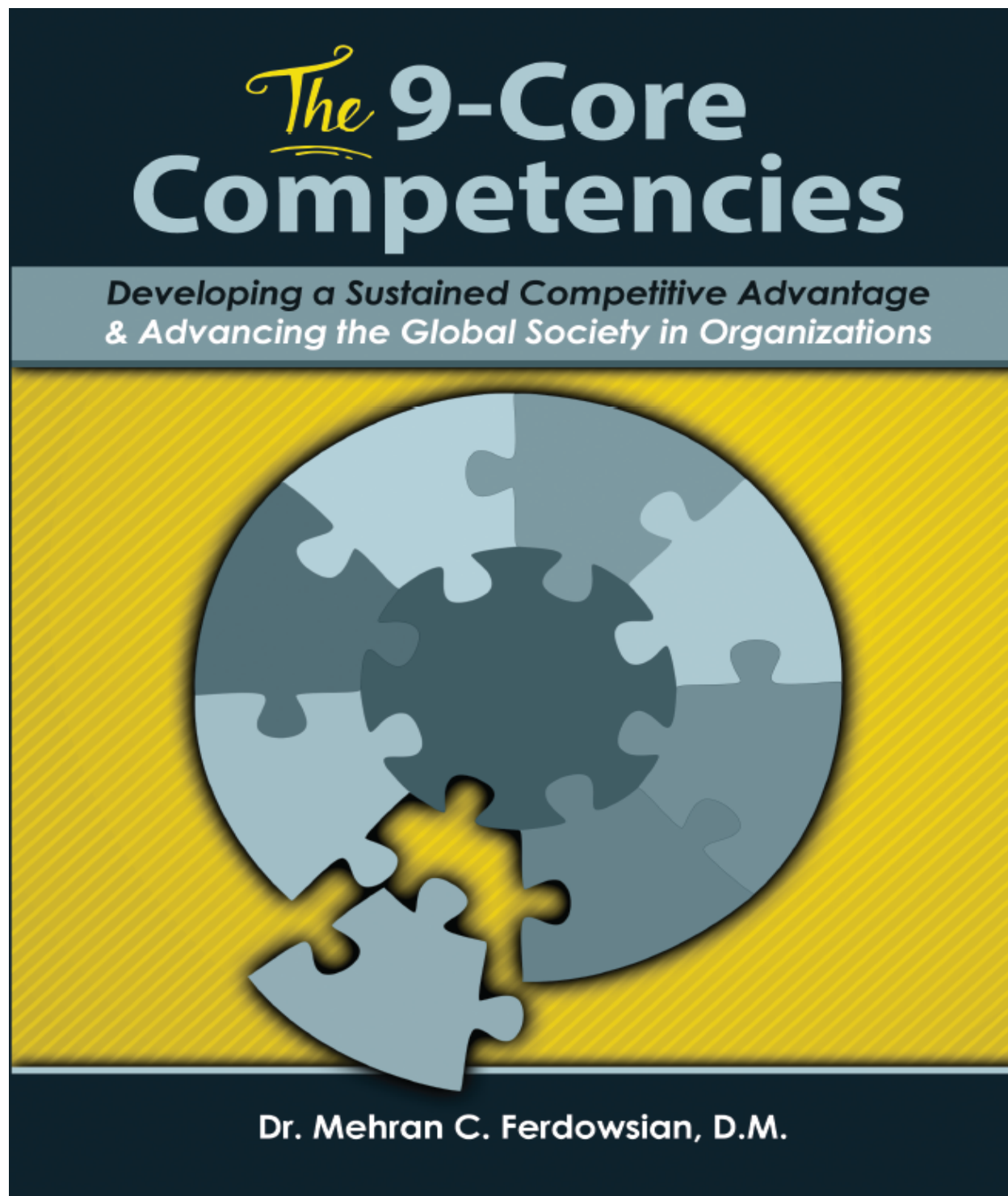# Recommended Training Courses and Instructional Design

Based on "The 9-Core Competencies" Textbook

www.strategiccompetencies.com

(Course Descriptions)

The 9-Core Competencies

Developing a Sustained Competitive Advantage & Advancing the Global Society in Organizations

Dr. Mehran C. Ferdowsian, D.M.

Source: The 9-Strategic Core Competencies by Dr. Mehran C. Ferdowsian D. M.; www.strategiccompetencies.com
https://he.kendallhunt.com/product/9-core-competencies-developing-sustained-competitive-advantage-advancing-global-society

The 9-Core Competencies

Developing a Sustained Competitive Advantage & Advancing the Global Society in Organizations

Dr. Mehran C. Ferdowsian, D.M.

www.strategiccompetencies.com

The 9-Core Competencies provides the building blocks and a prioritized step-by-step process needed to enable leadership to develop a **sustained competitive advantage** as they leverage the power and synergy of their organization to **add value to and advance the society**.

Sustained Competitive Advantage is achieved by:

- **Providing an unmovable foundation and a framework** where each of the core competencies and a culture of excellence can be operationalized.

- **Developing a culture of individual and organizational excellence** and reciprocity instead of excessive internal competition and infighting.

- **Removing the roadblocks in leadership, in the culture, and in the operations** that limit and/or impede individual and organizational excellence.

- **Developing alignment and cohesion**, enabling the organization to strategically move in a single direction or rapidly change direction as needed.

- **Motivating stakeholders through engagement and commitment** to deliver valued products based on a higher purpose that adds societal value.

- **Integrating "The 9-Core Competencies" into the organizational processes**, documents, and the functional units of the organization.

- **Operationalizing "The 9-Core Competencies" by infusing** them into strategic planning, decision-making, conflict resolution, product development, and collaboration processes.

- **Unlocking the full potential of your organization** through a culture of excellence as defined by: responsibility, creativity, collaboration, continuous growth and improvement, moral leadership, service and higher purpose, alignment and cohesion, strategic planning, and measurable results.

- **Leveraging the full potential of your organization** to advance the global society as the organization achieves a culture of excellence through "The 9-Core Competencies".

Kendall Hunt
publishing company

Call-to-Action

Urgent Need for a New Breed of Leaders &
a Seminal Approach to Leadership & Organizational Governance

Dr. Mehran C. Ferdowsian
(480)-277-1649
4/30/24

Dear Friends and Colleagues,

Given the desperate state of the world with its increasing divisions and tensions, an estimated 250 million homeless individuals and displaced populations, another 700 million living in extreme poverty, and the looming impact of global warming on our planet, we need a new breed of leaders and a seminal approach to leadership and organizational governance to solve many of our chronic societal problems.

While most of the $454.4 trillion dollars net worldwide private wealth created in 2022 was generated by business using an estimated 3.5 billion employees, we have yet to find a way to harness that wealth, the power and synergy of our organizations, and the will and passion of our workforce to solve many of the chronic societal problems. Instead, many of the same problems have seeped into our organizations in various forms such as irresponsible leadership decisions, repeated costly mistakes and ethical deviations, disparities of opportunity between men and women, missed opportunities, and work-related stress and illnesses.

A study conducted by the Mental Health America suggests that stress-related costs US employers an estimated $300 billion dollars in lost productivity annually. This loss results from workplace stress and illnesses resulting in absenteeism, diminished productivity, and workplace accidents[1].

Many of these organizational problems have also resulted in the loss of countless lives, property damage, and environmental devastations (e.g., Enron, Arthur Andersen, WorldCom, Lehman Brothers, Goldman Sachs, General Motors, Ford Company, British Petroleum, Pfizer, Eli Lilly, Bristol-Meyers Squibb, Takata, Toyota, Intel Corporation, Nike, Wal-Mart, Chemical Companies, Theranos, FTX, and many other organizations).

By a new breed of leaders and a seminal approach to leadership, I'm referring to selfless individuals that understand the urgency of our times and possess qualities that defines a "good character" and develops a "moral compass" such as truthfulness, trustworthiness, responsibility, accountability, empathy, sympathy, and justice. Universal qualities we commonly associate with

---

[1] Mental Health America, (2023). Mental Health America, 500 Montgomery Street, Suite 820, Alexandria, VA 22314-1520, www.mhanatiional.org, Copyright 2020 by Mental Health America, Inc.

transformational, authentic, moral, conscious, and servant leaders. More importantly, essential qualities we need to solve many of the chronic societal problems.

I'm also referring to individuals with a world-embracing vision that can shoulder the responsibility of leadership and govern their organizations in a way that concurrently advances both shareholder and stakeholder interests based on a fundamental principle that has been taking shape over the millenniums: **Oneness of Mankind**.

A principle that we [humanity] have no choice but to eventually acknowledge and embrace now by an act of "consultative will" or after "unimaginable horrors precipitated by humanity's stubborn clinging to the old patterns of behavior"[2]. This fundamental principle can be broken down and explained using three closely linked concepts:

(1) This planet is but one country and mankind its citizens (people from all nations, all races, all cultures, and all religions).
(2) The health, welfare, and progress of individuals rests in the health, welfare, and advancement of the society at large.
(3) The well-being of mankind, its peace and security, are unattainable unless and until its unity has been firmly established.

These concepts may seem to be too philosophical and far removed from the typical subjects we see in books on management, leadership, and business administration. However, based on a deeper dive in the definition and the roles and responsibilities of leadership/management, the needs of our times, the purpose of why we work/live, and the realities about human nature, we will show in this and future articles that these three concepts and this line of reasoning applies to anyone who carries the mantle of leadership and decides to selflessly shoulder the responsibilities of management. For example, the fundamental principle of "Oneness of Mankind" and the research-based conclusions behind these three concepts can be an endless source of intrinsic motivational factors that fuels the productivity of your workforce and the discretionary effort of your stakeholders, enabling you to develop a sustained competitive advantage as you help to add value and advance the society.

Given the principle of "Oneness of Mankind", I would say that this seminal approach to leadership and organizational governance has been born out of necessity and the urgency to meet the needs of today's leaders and organizations, how they impact the global society, and the future generations of workers and leaders. A society that is tired, disillusioned, and riven by deep-seated chronic problems and challenges.

---

[2] Universal House of Justice (2015). The Promise of World Peace: A letter by the Universal House of Justice to the Peoples of the World. 30th Anniversary Special Edition, College Park, MD: The Baha'i Chair for World Peace, University of Maryland, 2015. ISBN-13: 978-0-9899170-9-4, ISBN-10: 0989917096.

This new approach to leadership and leadership development is intended to "operationalize" and "institutionalize" many of the concepts that we tend to throw around with good intentions which often begin and end with mere words, little to no action, and business as usual. A few examples of these concepts include corporate responsibility, conscious capitalism, sustainability, circular economy, transformational and servant leadership, full human potential, and finding meaning and purpose just to name a few concepts.

The seminal approach to leadership that is being suggested for your consideration, defines full potential, affords opportunities to individuals to actualize their full potential by enabling them to find meaning and purpose right at work, and then leverages that potential to advance the society measurably and systematically in a positive way.

It has taken over fifteen years of reflective learning and practice and the use of proven concepts and industry best practices to publish a textbook called "**The 9-Core Competencies—Develop a Sustained Competitive Advantage and Advance the Society**", 2024 (www.StrategicCompetencies.Com). A textbook that explains the details of this new approach to leadership and organizational governance.

The major objectives of this Seminal Approach to Leadership and "The 9-Core Competencies" can be summarized as follows:

1. Provide foundational and cultural changes to enable the development of a sustained competitive advantage through individual, organizational, and societal excellence.
2. Enable the workforce to grow, develop, and find meaning and purpose right at work by enabling them to collaborate with leadership to serve and add value to society.
3. Develop a sustained competitive advantage by leveraging the creativity and the potential of individuals and the synergy of organizations to serve all stakeholders.
4. Proactively prevent and address organizational mistakes, problems, and ethical deviations resulting in the loss of life, personal property, and environmental devastation.
5. Provide a systematic and measurable process by which we can develop high-performing star employees and superior leadership from within the organization.

As a strong advocate of concepts such as Conscious Capitalism, Servant Leadership, and Corporate Responsibility, based on the urgency of our times and the need for the proliferation of these concepts, I felt compelled to point out the difficulties in operationalizing these and other similar concepts in organizations without the following 9-Core Competencies:

1. **Foundational:** Provides foundational organizational changes and an ethical framework needed to operationalize concepts such as Conscious Capitalism, Corporate Responsibility, Servant Leadership, and Sustainability.
2. **Innovational:** Removes the roadblocks in leadership, in the culture of the organization, and in the operations of the business that impede or limit individual creativity, the development of sustained competitive advantage, and the operationalization of the tenets of Conscious Capitalism.

3. **Collaboration:** Provides the needed principles, behaviors, and a pragmatic process for consistent, meaningful, and effective collaboration, decision-making, problem-solving, and conflict-management that benefit all stakeholders.

4. **Growth:** Provides a process that unlocks the potential of people and the organization by enabling the workforce to grow, develop, and find meaning and purpose right at work by enabling them to serve, give back, and add value to society.

5. **Moral Leadership:** Provides a consistent and measurable process to develop a culture of conscious leaders from within the organization that are capable of leading by example through the development of a moral compass.

6. **Societal:** Develops a culture of service focused on delivering a continuous flow of valued products/services that motivates stakeholders, benefits the collective, and advances the society based on a higher purpose

7. **Strategic:** Provides a process to strategically develop a sustained competitive advantage for the organization using a global mindset and business model that benefits all stakeholders based on a higher purpose.

8. **Alignment:** Develops a sustained competitive advantage for shareholders as it unlocks and leverages the potential of people and the power and synergy of organizations to make a lasting positive impact for all stakeholders.

9. **Measurable Results:** Provides a consistent and measurable process to develop a sustained competitive advantage through a culture of excellence as defined by responsibility, creativity, collaboration, continuous growth and improvement, moral leadership, service and higher purpose, alignment and cohesion, strategic planning, and measurable results.

Figure #1: The 9-Strategic Core Competencies

In sum, the **9-Core Competencies** are a set of **prioritized**, **packetized**, **systematized**, and **operationalized** building blocks needed to develop a sustained competitive advantage through a culture of individual, organizational, and societal excellence. They can also serve as a checklist to determine whether the tenets of concepts such as Conscious Capitalism, Corporate Responsibility, or Servant Leadership are being infused into the culture of an organization.

We will review the details of each of these 9-Core Competencies in future articles.

With Warmest Regards,
Dr. Mehran C. Ferdowsian
480-277-1649

Foundational Core Competency
Developing a Culture of Responsibility
Course Description

Content and Problem Statement:

The foundation on which most organizations have been established is inadequate and ill-equipped to maximize the full potential of its members, its groups, and to leverage that potential to add value to society. The gaps and inadequacies in foundation do not enable responsible decision-making, individual creativity and organizational innovation, meaningful and effective collaboration, continuous growth and improvement, moral leadership development, and to deliver measurable and cohesive results. The framework that enables leadership to develop a culture of excellence; attract and retains top talent; strengthen brand name; and anchor and secure all work is also ill-equipped to develop alignment and cohesion. Combined, the foundation and framework develop a sustained competitive advantage through a culture of individual, professional, and societal excellence. For example, overwhelming field evidence, research-based studies from countless scholars, and case after case study shows that "trust" is one of the foundational pillars in an organization. It is the one factor that changes everything and serves as the glue that holds everything together. It speeds up responsible decision-making, problem solving, conflict management, and strategic planning. It develops character, integrity, leadership, and lasting personal and professional relationships. More importantly, it is the one factor that provides the unquestionable foundation on which everything else in an organization is established upon. Yet, we still lack the know-how by which we can consistently and measurably operationalize this seemingly simple, yet very complex and profound concept in our organizations. For this and other reasons, the foundational competency was identified as one of the 9-Strategic Core Competencies that all organizations need to differentiate themselves, develop a sustained competitive advantage, and advance the society. This solid foundation serves as a bedrock where all the other core competencies can be built upon. The aim of this course is to operationalize the foundational core competency.

Symptoms of the Problem (Examples):
- ❑ Lack of trust and confidence in the leadership/management to do what is right for the collective by its members and other stakeholders.
- ❑ Lack of engagement, wholehearted commitment, and discretionary effort to achieve personal, professional, and societal excellence.
- ❑ Excessive internal competition, infighting, power play, stress, burnout, and workplace illnesses resulting high organizational attrition.

Causes of the Problem (Examples):
- ❑ Irresponsible leadership practices, disparities in opportunities, and the lack of (or perception of) care for the welfare of the stakeholders.

❑ A weak and unhealthy organizational foundation and framework to counter the negative impact of the global forces shaping today's society.

❑ The inability to develop people to their full potential and then leverage that potential to achieve individual, professional, and societal excellence.

Learning Objectives (Building Blocks of Solution for Instructional Designers):

❑ Learn to differentiate between an organizational foundation and framework, and how each impacts your operations during stable and turbulent times.

❑ Learn to provide the prerequisite requirements to develop an unmovable foundation and a sound and stable framework for your organization.

❑ Learn to build an unmovable organizational foundation and a stable organizational framework that supports and guides all functional units.

❑ Learn the impact of a sound organizational foundation and framework on the health and productivity of individuals, groups, and the organization.

❑ Learn the impact of the organizational foundation and framework on decision-making, problem solving, and conflict management.

❑ Learn the impact of a sound organizational foundation and framework on strategic planning, business model, and product development.

❑ Learn the impact of a sound organizational foundation and framework on leadership, management, and the development of a moral compass.

❑ Learn the impact of an organizational foundation and framework on human resource management and human resource development.

❑ Learn the impact of an organizational foundation and framework on raising individual creativity and organizational innovation.

❑ Learn the impact of an organizational foundation and framework on meaningful and effective teamwork and collaboration.

❑ Learn the impact of an organizational foundation and framework on organizational and workforce alignment and cohesion.

❑ Learn how to operationalize and institutionalize the Foundational Core Competency by building a culture of responsibility.

❑ Learn the impact of a sound organizational foundation and framework on developing individual, organizational, and societal excellence.

❑ Learn to develop consistent, measurable, and pragmatic key performance indicators for the Foundational Core Competency.

Innovational Core Competency
Developing a Culture of Creativity
Course Description

Content and Problem Statement:
Individual creativity and organizational innovation are two of the most well-recognized and widely used indicators to differentiate an organization from its top competitors and develop a sustained competitive advantage. While it is a well-established fact that innovation is dependent on a variety of factors such as addressing a consumer problem or need, possessing leading edge tools and technologies, continuous improvement of existing products, superior leadership, a culture of creativity, and the availability of resources. However, the concept of creativity itself continues to elude leadership and remain ambiguous and nebulous in organizations. The reason for this ambiguity is that the term creativity, the origin of creativity, what makes an individual creative, how is creativity related to intellect, what type of leadership and culture is needed, and what processes should be followed by individuals to be creative has not been clear and has not been well-defined in organizations. More importantly, the task of being creative and developing innovative products/services has been the domain of a select few individuals and groups within most organizations. However, continuous innovation demands a culture of creativity. The innovational competency has been identified as one of the 9-Strategic Core Competencies that organizations need to differentiate themselves and develop a sustained competitive advantage. More importantly, the results from the innovational core competency can be used to minister the needs of an ailing society if we deliver valued products/services that are based on a higher purpose. A society that is tired, disillusioned, and riven by deep-seated chronic problems and challenges. This competency does not intend to change your R&D processes, it does not intend to introduce a new or modified product development process, nor will it make your people smarter and savvier. The aim of this competency is to operationalize the concept and process of innovation by developing a culture of creativity, enabling the members of the organization to be creative and contribute to the organizational innovation.

Symptoms of the Problem (Examples):
❑ Confusion over the concept of creativity, where does it originate from, and what makes an individual more creative relative to other individuals.
❑ Confusion over whose domain of responsibility is it to be creative, when, where, how, and what process is to be followed develop individual creativity.
❑ Confusion over the role of leadership in nurturing a culture or environment that is conducive to individual creativity and organizational innovation.

Causes of the Problem (Examples):
❑ Lack of processes, methods, and training about the concept of creativity and the process by which individuals can get engaged in the creative process.

❑ Lack of clear understating of the leadership, cultural, and operational factors limit or inhibit creativity, innovation, and how to eliminate those factors.
❑ Lack of leadership actions and support that would encourage individuals to share ideas, views, and can take calculated risks without fear of reprisals.

Learning Objectives (Building Blocks of Solution for Instructional Designers):

❑ Learn why continuous organizational innovation is essential for a sustained competitive advantage in organizations.
❑ Learn the differences between creativity and innovation, how to systematically develop a culture of individual creativity.
❑ Learn about the prerequisite requirements for developing a culture of individual creativity and organizational innovation.
❑ Learn a well-established process for developing creativity and why individual creativity is crucial for organizational innovation.
❑ Learn what is creativity, where does it originate from, and how we can raise creativity by expanding the domain of creativity.
❑ Learn what factors within your organization either inhibit, limit, or raise individual creativity and organizational innovation.
❑ Learn what leadership and cultural factors that influence individual creativity and innovation in a negative or positive way.
❑ Learn about the intellectual powers (or internal senses) required for developing individual creativity and organizational innovation.
❑ Learn how the intellectual powers (or internal senses) work together to raise individual creativity and organizational innovation.
❑ Learn how to operationalize the Innovational Core Competency by developing a culture of creativity and infusing creativity into the daily operations.
❑ Learn to develop and track a set of consistent, measurable, and pragmatic key performance indicators for the Innovational Core Competency.

Collaborative Core Competency
Developing a Culture of Collaborative Consultation
Course Description

Content and Problem Statement:
The benefits of joining the physical strength, the intellectual competencies, or the limited resources of several individuals or groups to solve a complex problem have been successfully demonstrated time and again throughout history. At the organizational level, teamwork and collaboration based on consultation have been shown to improve: (1) quality, productivity, and innovation; (2) customer service and relations; and (3) decision-making, problem-solving, and conflict management. Combined, these and other factors translate into higher productivity and financial performance. Moreover, the ability to solve complex problems, address difficult conflicts, and use their experience and creativity to make effective, rapid strategic decisions are among the hallmark skills we often associate with superior leaders. Yet a case-by-case analysis of the most impactful corporate incidents during the last three decades showed leadership/management decision-making as the primary cause of a variety of problems. Many of these problems were dismissed as either mistakes, management oversight, or missed opportunities. While others were determined to be based on greed, power, and irresponsible leadership decisions. Regardless of their reason, these recurring leadership decision-making problems have resulted in organizational failures, loss of life and livelihood, and devastating environmental disasters. In totality, these chronic problems have eroded trust in leadership to make unbiased decisions and do the right thing for the greater good. Yet, we still lack the know-how and a measured framework by which we can consistently operationalize concepts such as collaboration and consultation in a meaningful and effective way in our organizations. Given this information, we asked what is the anatomy of a good and responsible decision? What gaps in decision-making has resulted in the vicious cycles of similar problems we have experienced during the last four decades? Finally, we also wanted to know what actions must individuals take and how must they behave before, during, and after each phase of decision-making to proactively prevent these repeated problems? This course will shed some light on each of these questions.

Example Symptoms of the Problem:
❑ We continue to make costly irresponsible decisions that results in the loss of life, property, and environmental devastation.
❑ We continue to miss strategic opportunities and make bad or irresponsible mistakes that results in organizational failure and stagnation.
❑ We lack the wholehearted engagement, commitment, effort, and support of our workforce before, during, and after decision-making.

Example Causes of the Problem:
❑ Leadership and cultural impediments that limit or discourage individuals to share ideas, views, and can take calculated risks without fear of reprisals.
❑ Organizational inertia resulting from the fear and resistance to change, individual biases and preferences, and attachments to the status quo.

❑ The impact of bureaucracy, political infighting, power plays, and artificial internal competition that inhibits meaningful and effective collaboration.

Learning Objectives (Building Blocks of Solution for Instructional Designers):

❑ Learn why effective, meaningful, and responsible collaboration and decision-making is crucial for sustained competitive advantage in organizations.

❑ Learn how decision-making, problem-solving, and conflict-management are linked to collaboration and decision-making.

❑ Learn why effective, meaningful, and responsible collaboration and decision-making are tied to the concept of consultation.

❑ Learn to recognize the anatomy of an effective, meaningful, and responsible decision (the major parts or elements of a good decision).

❑ Learn the prerequisite requirements and conditions for an effective and meaningful decision-making using collaboration.

❑ Learning the principles, behaviors, and a pragmatic process by which we can make an effective, meaningful, and responsible decision.

❑ Learn how leadership/management can adversely impact collaboration and decision-making in organizations.

❑ Learn why the process of meaningful and effective collaboration it is the best to leverage the collective intelligence.

❑ Learn what environmental factors can transform a simple or routine decision into a complex and a strategic blunder.

❑ Learn how to operationalize and institutionalize the Collaborative Core Competency by developing a culture of collaboration.

❑ Learn to identify and correct chronic micro-messages that inhibit meaningful and effective collaboration and decision-making.

❑ Learn to develop meaningful and consistent key performance indictors to developing a culture of collaboration.

Growth Core Competency

Developing a Culture of Continuous Growth, Development, and Improvements
(Harnessing the Full Potential of Your People & Organization)
Course Description
(Part-1)

Content and Problem Statement:
A deep dive into most organizations shows that a large portion of the workforce is underperforming due to the lack of engagement, commitment, and ownership to the mission of the organization. Those individuals that are performing well are not actualizing and leveraging their full potential to achieve excellence. Moreover, we see that stress and health-related issues have resulted in the loss of productivity in most organizations. A study conducted by Mental Health America suggests that stress-related costs US employers an estimated $300 billion dollars in lost productivity annually. This loss results from absenteeism, diminished productivity, and workplace accidents (Mental Health America, 2023). The aim of this course is to develop a culture of continuous growth, development, productivity, and organizational improvements focused on developing the latent potential within individuals and groups. A culture where individuals and groups can achieve personal and professional excellence. More importantly, a culture that enables individuals to leverage that potential to improve their work/life, the places they work, as add value to the society. The aim of this two-part course is to answer several important questions. These questions include: what is meant by "potential" and how does an individual reach their "full human potential"? Why full potential matters to leadership and organizations? What factors enable an employee to reach their full potential? What factors limit or prevent individuals to reach their potential? What values, qualities, and results makes a superstar employee? Why do most employees perform below expectation? How is human potential related to the growth and development of an employee? What is the role of leadership and management in the development of that potential? How can we leverage or harvest that potential to develop a sustained competitive advantage?

Example Symptoms of The Problem:
- ❑ Individuals are unable to explain what is meant by "human potential" and how they can track and actualize their full potential.
- ❑ Individuals are unable to explain what factors will enable or prevent them to actualize their full potential to achieve excellence.
- ❑ Individuals are unable to explain what process they can follow and what support they need to achieve their full potential at work.

Example Causes of the Problem:
- ❑ Existing performance management and development processes are perceived to be unfair and inadequate to enable individuals to actualize their full potential.
- ❑ Individuals are unable to collaborate in a meaningful and effective way to take ownership, shape, and track their performance/ development during their career.

❑ Individuals believe they lack the means and the leadership support, encouragement, and opportunities to grow and develop to their full potential at work.

Learning Objectives (Building Blocks of Solution for Instructional Designers):

❑ Learn why a large percentage of the workforce in most organizations are disengaged, lack commitment, and are underperforming.

❑ Learn what factors makes a happy, healthy, and productive employee that is willing to use their discretionary effort to achieve excellence.

❑ Learn to provide a new generation of incentives that will attract, hire, train, grow, develop, motivate, and retain the top talent in the industry.

❑ Learn what is meant by full potential and how an individual can actualize their full potential right at work as they achieve excellence.

❑ Learn why it is unethical to minimize, marginalize, and/or stop the growth and development of the members of your organization.

❑ Learn why it is important to enable each member of your organization to actualize and leverage their full potential to achieve excellence.

❑ Learn the prerequisites for individual growth and development and what factors impede or encourage growth and development.

❑ Learn what is meant by concurrent employee-employer-societal development and what type of performance management is needed.

❑ Learn why it is essential to integrate individual development and improvements into your employee performance management process.

❑ Learn to develop an integrated performance management, human resource development, and continuous organizational improvement process.

❑ Learn to develop a set of meaningful, consistent, and pragmatic key performance indicators for the Growth Core Competency.

Growth Core Competency

Developing a Culture of Continuous Growth, Development, and Improvements
(Finding Meaning, Purpose, and Adding Value to Society at Work)
Course Description
(Part-2)

Content and Course Description:

A century of leadership/management learning, experimentation, and best practices has demonstrated that if you give your people the opportunity to grow and develop to their full potential, you can meet/exceed market expectations and run circles around your competitors. This expectation is met in part by (1) delivering first-rate financial returns, (2) continuously improving your organization; (3) delivering innovative and valued products/services, (4) developing healthy, happy, and satisfied employees, and (5) by ensuring that you have happy and satisfied consumers. In this course you will learn what is meant by "full potential"; how to enable employees to grow, develop, actualize their full potential; and how to harness that potential to achieve personal, professional, and societal excellence at work/life.

To find meaning and purpose at work, organizations need to provide a reciprocal, mutually beneficial, and long-lasting motivational work environment. What we have concluded is that this beneficial work environment is a distinctive or core competency since it concurrently provides the greatest value to the employee, to the employer, and to the stakeholders of the organization. More importantly, this distinctive competency also enables leadership to differentiate themselves and development of a sustained competitive advantage for the organization. Therefore, we have referred to this distinctive competency as a new corporate incentive throughout this textbook.

The opportunity to find meaning and purpose at work is, by far, one of the most meaningful corporate incentives leadership and organizations can provide to their workforce. This incentive provides *the means, the opportunity, and the framework* that enables the employee to explore the most important and often the most neglected dimension or aspect of their work/life: the higher nature, the non-material/physical nature, or the ethical/spiritual dimension of their life (Note: no specific religious affiliation is intended here).

Learning Objectives (Building Blocks of Solution for Instructional Designers):
- ❑ Learn how performance, productivity, and creativity are tied to individual engagement, commitment, and discretionary effort.
- ❑ Learn what factors drive and sustain individual engagement, commitment, and performance in/out of organizations.
- ❑ Learn how can you harness the engagement, commitment, and effort of your people to develop a sustained competitive advantage.
- ❑ Learn what is the difference between internal and external motivational factors and how each impacts individual growth, development, and performance.
- ❑ Learn what is the difference between predefined vs. discretionary individual effort and how each impacts individual growth, development, and performance.

- ❑ Learn what factors enable individuals to examine and live a principled, purposeful, and united life/work.
- ❑ Learn the conditions or prerequisites for an individual to become a "star" performer as they actualize their full potential.
- ❑ Learn why each member of your organization is built for nobility, excellence, and distinction and how are these concepts are related to meaning and purpose.
- ❑ Learn how an integrated employee performance management, development, and improvement process will enable an employee to actualize their full potential.
- ❑ Learn what manager-employee pre-work is required for developing and operationalizing an integrated performance management process.
- ❑ Learn what does a continuous gap closure is required for developing an integrated performance management process.
- ❑ Learn how can you make the integrated performance management process transferable from group to group and from company to company.
- ❑ Learn to develop a consistent and meaningful set of key performance indicators for the growth core competency.

<u>Moral Leadership Core Competency</u>
Developing a Culture of Moral Leadership
Course Description

Content and Problem Statement:
A case-by-case analysis of the most impactful corporate failures, incidents, and ethical deviations during the last three decades showed leadership/management as the primary cause of a variety of problems. Many of these problems were dismissed as either mistakes, management oversight, or missed opportunities. While other problems were determined to be based on greed, power, and irresponsible decisions by those who had done an extensive analysis of the problems. Regardless of their reason, these recurring leadership problems have resulted in organizational failures, loss of life and livelihood, and devastating environmental disasters. In totality, these chronic problems have eroded trust in leadership to make unbiased decisions and do the right thing for the greater good. Given the dizzying number of management/leadership theories, models, styles, approaches, and best practices, we wanted to know why there are so many challenges in leadership and organizational governance? This core competency does not introduce a new leadership theory, it does not push new values onto leadership, nor does it provide a new oversight process to police leadership behavior and actions. Instead, this core competency will first highlight the common qualities, values, behaviors, and skills required to develop superior leaders. It will then provide a new framework or pipeline to train, develop, and deliver a steady flow of responsible leaders from within the organization. This pipeline is designed to develop a moral compass by integrating leadership development with individual performance management process. The main aim of this core competency is to develop and operationalize a culture of responsibility or moral leadership.

Example Symptoms of the Problem:
❑ Lack of (or perception) of genuine and authentic care and support for the welfare of the stakeholders by the leadership/management of the organization.
❑ Lack of trust in leadership/management of the organization and the underlying motives/intentions behind their decisions, actions, or indecisions/inactions.
❑ Lack of collaboration using a meaningful and effective consultation during planning, decision-making, problem solving, and conflict management.
❑ Lack of (or perception) of unfair hiring, promotions, rewards and recognitions, and opportunities for advancement within the organization due to selfishness.

Example Causes of the Problem:
❑ Lack of alignment between the words and actions of leadership/management as they conduct business in/out of the organization.
❑ Lack of adequate focus on training and development of leadership/management as well as the members of the organization.
❑ Lack of significant, timely, and measurable consequences for irresponsible leadership/management actions and/or inactions.

<u>Learning Objectives (Building Blocks of Solution for Instructional Designers):</u>

❑ Learn about the leadership theories, models, and/or approaches that the world needs to gravitate towards to address the challenges of the 21st century.

❑ Learn about the common qualities, values, behaviors, and skills/competencies required to develop a superior moral leader.

❑ Learn to develop and operate using a moral compass by internalizing superior moral leadership qualities, values, behaviors, and principles.

❑ Learn about the dependencies and prerequisite that enable your organization to develop and operationalize the Moral Leadership Core Competency.

❑ Learn to develop a systematic, measurable, and reliable leadership queue or pipeline that will enable your organization to deliver a steady pool of responsible leaders.

❑ Learn to integrate the leadership pipeline and performance management, individual development, and continuous organizational improvement processes.

❑ Learn to provide a new process by which the moral leadership core competency can be operationalized and infused into the fabric of the organization.

❑ Learn to operationalize and institutionalize the Moral Leadership Core Competency within your organization.

❑ Learn to develop meaningful and effective key performance indicators for the development and operationalization of a culture of moral excellence.

Societal Core Competency
Developing a Culture of Service
Course Description

Content and Problem Statement:
During the last century we have witnessed the introduction of several popular concepts intended to serve as checks and balances for irresponsible behavior, create a sense of social responsibility, to prevent irresponsible and costly leadership decisions, and to serve the needs and welfare of all stakeholders. These concepts include the Stakeholder Theory, the Circular Economy of production and consumption, the Total Quality Management (TQM), the Triple Bottom Line of sustainability, the Corporate Social Responsibility business model (CSR), Servant Leadership, and a more recent concept called Conscious Capitalism. Many of the concepts introduced have leveraged new values, principles, incentives, consequences, and standards of good and responsible behavior to meet the needs of all stakeholders. While each of these concepts are praiseworthy and meritorious, they have not managed to stop irresponsible behaviors and/or actions. One reason for the inability is that many of these concepts were intended to be self-regulated and were meant to monitor, control, provide consequences, and discourage irresponsible behaviors and actions. For the most part, these and other similar concepts have started with words and ended with more empty and meaningless words, websites, and marketing jargons than meaningful actions. This Societal Core Competency goes beyond selecting a worthy cause for an organization to support, encouraging employees to make charitable contributions, engaging employees in community service projects, matching employee contributions, or other similar gestures. The aim this core competency is to raise productivity and strengthen your brand name as you advance the society by providing opportunities that will enable each member of your organization to be part of a more meaningful work and a grander purpose. The impact of this competency is reflected in the productivity of your people, the products and services being offered, and the overall health of your people and organization.

Example Symptoms of the Problem:
❑ Lack of investor support and consumer championship of the products/services.
❑ Lack of alignment between member work/life goals and organizational goals.
❑ Lack of (or perception) of work/life balance by the members of the organization.
❑ Lack of efficiency, productivity, and the desire to maximize organizational output.
❑ Lack of a meaningful and measurable impact on the products/services on the society.

Example Causes of the Problem:
❑ Lack of trust in the leadership and the major shareholders or owners of the organization.
❑ Lack of full engagement and wholehearted contributions by members of the organization.
❑ Lack of confidence in the value, impact, and beneficial results of the products/services.
❑ Lack of alignment and/or support for the strategic direction and business model.

Learning Objectives (Building Blocks of Solution for Instructional Designers):

❑ Learn to develop a higher purpose that motivates, engages, guides, and directs the workforce and the functional units of your organization.

❑ Learn to develop a higher purpose serves as a beacon of light by providing guidance and direction to every business function within the organization.

❑ Learn to develop a higher purpose that is well-recognized, well-understood, and wholeheartedly accepted across the entire organization.

❑ Learn to develop a higher purpose that differentiates the organization from your top competitors by meeting the needs of all stakeholders.

❑ Learn to develop a higher purpose that enables individuals to work for the betterment and advancement of the society.

❑ Learn to develop a higher purpose that enables you and your organization to achieve individual, professional, and societal excellence.

❑ Learn to develop a higher purpose enables individuals to learn how to bring about material and non-material progress.

❑ Learn to develop a higher purpose enables individuals to build a vibrant, purposeful, and united local and global society.

❑ Learn to develop a higher purpose that is related to and clearly highlights the core products/services of your organization.

❑ Learn to develop a higher purpose that ties your core products/services to all stakeholders and is intended to add value to society.

❑ Learn to develop a higher purpose that is strategic and long-term relative to the mission and vision of the organization.

❑ Learn to operationalize the higher purpose and infuse it into the daily operations of the organization.

❑ Learn to develop a set of meaningful, measurable, and pragmatic key performance indicators for the Societal Core Competency.

Strategic Core Competency
Developing a Culture of Collective Planning & Execution
Course Description

Content and Problem Statement:
Strategic planning is a mature, well-researched, and well-documented field of study. Moreover, the gaps and challenges in strategic planning is also well-understood as well. The gaps and challenges in strategic planning include (1) the lack of alignment between the executive team and the strategic direction of the company, (2) the resistance to change from the members of the organization, (3) the lack of understanding of the reason or purpose for a strategic change, (4) the challenges of making a strategic move that would benefit a few shareholders instead of all stakeholders, and most importantly (5) the waste of the tangible and intangible resources of an organization to strategically change the result of a bad or irresponsible decision that had resulted in the loss of consumer confidence, precious life, personal property, and devastating environmental disasters. This last issue is a problem that strategic core competency is intended to prevent. The aim of the Strategic Core Competency is to change the short-lived, reactionary, and shareholder-centric mindset in product development to a long-term, sustainable, and global mindset that benefits all stakeholders. This competency works hand in hand with the other core competencies to achieve three main objectives. First, it is to enable an organization to deliver a dynamic and holistic strategic plan that can rapidly adapt to a changing global society. This plan is designed to leverage the enormous power, the synergy, and the tangible and intangible resources of their organization to develop a sustained competitive advantage through a culture of organizational excellence. Second, to advance the society through their valued products/services. This means enable the organization to strategically develop and position its products/services to champion one or more problems that can be used to build a dynamic, purposeful, and united global society. Finally, to operationalize this competency by infusing this competency into the business model of the organization.

Example Symptoms of The Problem:
- ❑ Missed opportunities due to the lack of engagement, commitment, alignment, and collaboration between the stakeholders during strategic planning.
- ❑ The lack of acceptance of the strategic direction by the members of the organization due to the lack of collaboration and engagement during strategic planning.
- ❑ The lack of the ability to leverage the power, the synergy, and the tangible and intangible resources of the organization to deliver valued products/services.
- ❑ The waste of the tangible and intangible resources of an organization to strategically change the result of a bad or irresponsible decision being made.

Example Causes of The Problem:
- ❑ Lack of a higher purpose that would strategically unite individuals around a common cause and motivate them to get engaged, take calculated risks, use their discretionary effort, and give it their all to create something of value that would add value to the society.

❑ Lack of alignment between the higher purpose and the business model, the strategic goals and objectives of the organization, and the goals and objectives of members of the organization.

❑ Lack of wholehearted commitment and championship to the strategic direction of the organization due to the lack of engagement, collaboration, and consultation with the stakeholders of the organization during the strategic planning process.

Learning Objectives (Building Blocks of Solution for Instructional Designers):

❑ Learn about the prerequisite conditions and requirements that encourages individuals/groups to recognize the need for change.

❑ Learn to engage your stakeholders, consider their welfare, solicit their ideas, and look at the merit of ideas before making strategic decisions.

❑ Learn to avoid making strategic mistakes that cause ethical deviations resulting in the loss of life, property, and environmental devastation.

❑ Learn to avoid internal/external threats and overlook strategic opportunities that weaken your competitive advantage as an organization.

❑ Learn to develop and/or adopt a higher purpose that defines the organization, guides and directs planning, decision-making, product development, and proactively prevents any ethical deviations.

❑ Learn to align your strategic goals, objectives, and products/services with the higher purpose of the organization with a clear intention to serve and advance the society.

❑ Learn to align your business model, your strategic direction, and all aspect of organizational governance based on a long-term higher purpose.

❑ Learn to leverage the enormous power, synergy, and resources of their organization to move the organization cohesively in the same direction or rapidly change direction.

❑ Learn to set the right expectations for the development of a culture of excellence, cohesion, and reciprocity instead of internal competition.

❑ Learn to develop a consistent and meaningful set of key performance indicators for the Strategic Core Competency.

Alignment Core Competency
Developing a Culture of Alignment & Cohesion
Course Description

Content and Problem Statement:
The aim of this competency is to integrate, align, and synchronize loosely defined organizational elements into a well-integrated, well-positioned, and single system that capable of move cohesively in the single direction or rapidly change direction as needed. Traditionally, leaders have relied on several formal and informal techniques in their management toolbox to ensure their members and groups are aligned with each other and the organization is able to deliver superior results. A few examples of these informal techniques include setting clear vision, direction, communicating expectations, clarifying the roles and responsibilities, providing rewards and recognitions, role modeling the right behavior, empowering individual, coaching and job rotations, and micromanaging certain tasks using command and control. A few examples of the formal techniques used by leaders include strategic planning and management, redesigning jobs, restructuring the organization, setting strategic and annual goals, managing by objectives, and using key performance indicators to ensure objectives are carried out. Combined, these two approaches have enabled leaders to set a clear mission, vision, values, goals, manage their product portfolios, and distribute resources where it was mostly needed. While each of these formal and informal techniques has a place in leadership/management, they are inadequate in the sense that they are short-term, and they don't ensure that the organization will move cohesively in the right direction or rapidly change direction as an organic whole. Moreover, these techniques have not always been effective, nor have they delivered predictable or desirable results. Those leaders and organizations that have been able to successfully use these tools and best practices have failed to develop a higher purpose that can serve as a beacon of light to guide organization to deliver superior results as it adds value to the society.

Example Symptoms:
❑ Excessive planning, meetings, and internal conflict to get individuals and groups aligned with each other and on the same page within the organization.
❑ Duplication of efforts and wasted tangible and intangible resources due to the lack of alignment between individuals and group within the organization.
❑ The resistance to change or the lack of wholehearted acceptance and support of the strategic direction by the members of the organization.

Example Causes:
❑ The lack of the ability to leverage the power, the synergy, and the resources of the organization to deliver value-added products/services.
❑ The perception that a strategic direction of the organization will unfairly benefit a few individuals or groups instead of all its stakeholders.
❑ The lack of acceptance of the strategic direction and the purpose and mission of the organization by the members of the organization.

Learning Objectives (Building Blocks of Solution for Instructional Designers):

❑ Learn the concepts of alignment, cohesion, and collaboration from the most complex, dynamic, and organic organizations found in nature.

❑ Learn the negative impact of misalignment, disunity, and the positive impact of alignment and cohesion within organizations.

❑ Learn to define, explain, and provide examples of organizational alignment, misalignment, disunity, and cohesion within organizations.

❑ Learn to identify and correct organizational misalignment and lack of cohesion between individuals and groups within your organization.

❑ Learn to develop a higher purpose that motivates, engages, guides, and directs the members and group within your organization.

❑ Learn to replace excessive internal competition with excellence, reciprocity, and higher purpose within your organization.

❑ Learn to align your business model, your strategic direction, and all aspect of organizational governance based on a long-term higher purpose.

❑ Learn to develop the required foundation and the supporting infrastructure for a culture of alignment and cohesion.

❑ Learn to operationalize and institutionalize the alignment core competency by developing a culture of cohesion.

❑ Learn to develop a set of consistent and meaningful key performance indicators for the Alignment Core Competency.

Measurable Results Core Competency
Developing a Culture of Measurable Results
Course Description

Content and Problem Statement:
This core competency builds on the learnings and best practices that has already been established in the industry with respect to measuring those aspects of the organization that you wish to improve. This learning is achieved in two ways. First, there are numerous examples of organizations that have measured the wrong things, missed strategic opportunities, received unfavorable results, or caused costly problems. Two examples of such issues would be Wells-Fargo's creation of fraudulent bank accounts or Intel's European Union Antitrust case. Our first objective for this core competency is to prevent the reoccurrence of such incidents moving forward. Second, our research shows that leadership lacks a consistent, accurate, and meaningful set of key performance indicators (KPIs) that would enable them to closely monitor and track the progressive and incremental changes and improvements being made in the organization as a single entity. These changes include the incremental growth and development of their people, creativity and innovation, continuous organizational improvements, and the required cultural changes that would enable them to develop a sustained competitive advantage and a responsible culture of excellence as they advance the society. More specifically, these critical success indicators need to keep track of the progress of the organization as it develops a sustained competitive advantage and a culture of excellence. These incremental improvements include:

❑ How people collaborate and consult to make good decisions, solve complex problems, and difficult conflicts.
❑ How they continuously grow and develop their people and improve their organization over time.
❑ How they train and develop their existing/future leaders and ensure they are operating using a moral compass.
❑ How they nurture a culture of trust and a sense of responsibility their people. How they strengthen their ability to innovate and deliver valued products/services.
❑ How they are making a shift from a culture of internal competition to a culture of excellence and reciprocity.
❑ How they develop a culture of responsibility, collaboration, and creativity within their organization.

Combined, these and other improvements create the synergy needed to move the organization in a single direction and when required, rapidly change directions as a cohesive organic whole.

Example Symptoms of the Problem:

❑ Individuals/groups don't know how the term "excellence" is defined and is being measured for the work being done in the organization.

❑ Individuals/groups don't know how a culture of individual creativity is being developed, measured, and rewarded within the organization.

❑ Individuals/groups don't know how a culture of teamwork, collaboration, and cohesion is being developed, measured, and rewarded.

Example Causes of the Problem:

❑ Lack of understanding, commitment, and/or adequate training on the development of Key Performance Indicators.

❑ Lack of understanding of the negative impact of poor or ineffective use of Key Performance Indicators within the organization.

❑ Lack of consistent or effective Key Performance Indicators being used throughout out the organization.

Learning Objectives (Building Blocks of Solution for Instructional Designers):

❑ Learn to develop and implement a set of consistent, meaningful, and pragmatic key performance indicators within your organization.

❑ Learn about the consequences and negative impact of measuring the wrong factors and irresponsible objectives within your organization.

❑ Learn about the prerequisite requirements to effectively measure the health and productivity of individuals, groups, and your organization.

❑ Learn to measure the incremental changes in the growth, development, and health of the members of your organization.

❑ Learn to measure the effectiveness of the teamwork and collaboration between the interdependent groups within your organization.

❑ Learn to measure whether your organization is moving cohesively in a single direction and achieving results as a cohesive whole.

❑ Learn to measure whether your organization can rapidly change direction when needed as a single cohesive whole.

❑ Learn the significance and impact of measuring the incremental changes in the efficiency and productivity of individuals, groups, and your organization.

❑ Learn to measure how the organization is achieving individuals, organizational, and societal excellence as it advances society.

❑ Learn to measure the concurrent cultural changes leading to individual, organizational, and societal excellence:
  ✓ A culture of commitment and responsibility
  ✓ A culture of creativity and innovation
  ✓ A culture of collaborative consultation
  ✓ A culture of continuous individual growth
  ✓ A culture of organizational improvements
  ✓ A culture of ethical/moral leadership
  ✓ A culture of service to the society
  ✓ A culture of strategic planning and execution

- ✓ A culture of cohesion and alignment
- ✓ A culture of measurable results