

KOENIG SOLUTIONS • COURSE OUTLINE

Leadership: Trust, Coaching & Change Management (Advanced Techniques)

Empowering Leaders to Navigate Change, Build Trust,
and Drive Innovation in a Dynamic Technology Landscape

3 Days

DURATION

14

MODULES

83

TOPICS

8

HANDS-ON ACTIVITIES

COURSE OVERVIEW

This course examines leadership mindset, trust and accountability, covering theories of situational, transformational and adaptive leadership, the elements of trust, and moving from delegation to empowered ownership. It then addresses team leadership and collaboration, including communication styles, coaching and mentoring models such as GROW and OSCAR, and cross-functional collaboration using tools like RACI and stakeholder mapping. It closes with leading change and future readiness, covering change models such as the Change Curve and Kotter's 8-Step framework, resilience and stress management techniques, and the evolving role of leadership amid AI and automation, concluding with a capstone leadership simulation and a personal growth plan.

WHO THIS COURSE IS FOR

Team Leaders

People Managers

Project Managers

Technology Leaders

Cross-Functional Team Members

Aspiring Leaders

LEARNING OBJECTIVES

- Explain the shift from manager to leader through adaptive theories
- Apply the four elements of trust to build psychological safety
- Distinguish delegation from empowerment to enable team ownership
- Apply the 3Cs and DESC framework for leadership communication
- Compare coaching, mentoring and advising using GROW and OSCAR models
- Plan cross-functional collaboration using RACI and stakeholder mapping
- Apply change models such as the Change Curve and Kotter's 8 steps
- Assess personal resilience and stress management strategies

14 Modules, 83 Topics

DAY 1 Leading Self and Building Trust Foundations

Strengthening Leadership Mindset, Accountability, and Credibility

1.1

Program Introduction and Context Setting

TOPICS

- Welcome and objectives of the 3-day journey
- **Icebreaker:** “Leadership in Action” - Identifying leadership in everyday work
- Defining leadership in a fast-evolving technology environment
- The importance of trust, agility, and resilience
- **Pre-assessment:** Leadership Style and Self-Perception Inventory

1.2

Activity

Module 1: The Modern Leader’s Mindset

TOPICS

- Understanding the shift from manager to leader
- **Key leadership theories:** Situational, Transformational, and Adaptive Leadership
- The Growth Mindset vs. Fixed Mindset - Cultivating adaptability
- **Emotional Intelligence (EI):** Managing self and others effectively

USE CASE 1: TRANSITIONING FROM DOER TO LEADER

- **Challenge:** Moving from individual contribution to leading others
- **Exploration:** Building confidence in delegation while maintaining accountability
- **Discussion:** Reframing “control” into “empowerment”

1.3

Module 2: Building Trust and Credibility

TOPICS

- **The science of trust:** why it's the foundation of leadership
- Four elements of trust - integrity, intent, capability, and results
- Building psychological safety within teams
- Recognizing and repairing trust breakdowns

USE CASE 2: ENCOURAGING OWNERSHIP

- **Challenge:** Team members hesitate to take initiative
- **Exploration:** How leaders create an environment of accountability and confidence
- **Tool:** Trust-Ownership Loop
- **Mini-case Discussion:** "When Trust Fails at the Top"
- **Tool:** Trust Equation Framework

1.4

Module 3: Accountability and Ownership

TOPICS

- Understanding personal and collective accountability
- Moving beyond blame culture - from "I" to "We" responsibility
- Delegation vs. empowerment - how leaders enable ownership

USE CASE 7: DELEGATION WITHOUT MICROMANAGEMENT

- **Challenge:** Balancing control and empowerment
- **Exploration:** Maintaining visibility and accountability without overmanaging
- **Activity:** Delegation Decision Matrix
- **Case Study:** "Accountability in a Cross-Functional Project"
- **Tool:** Ownership Matrix and Responsibility Clarity Chart
- **Group Activity:** Designing a "Culture of Ownership"

1.5

Reflection and Action Planning

TOPICS

- **Guided reflection:** Key takeaways and behavior shifts
- **Action Commitment:** "What I will start, stop, and continue as a leader"

2.1

Activity

Module 4: Communication Mastery for Leaders

TOPICS

- **The 3Cs of leadership communication:** Clarity, Consistency, Compassion
- Understanding communication styles and adapting to your audience
- Active listening and empathetic questioning techniques
- Framing difficult messages with diplomacy

USE CASE 5: BRIDGING COMMUNICATION GAPS

- **Challenge:** Misalignment despite clear communication
- **Exploration:** Managing assumptions, hybrid communication, and emotional context
- **Tool:** “Confirming Understanding” Model
- **Tool:** DESC Framework for feedback and assertive communication

2.2

Role Play

Module 5: Coaching and Mentoring for High Performance

TOPICS

- The role of leaders as coaches in technology environments
- Coaching vs. advising vs. mentoring - understanding boundaries
- GROW and OSCAR coaching models
- Coaching through innovation and ambiguity

USE CASE 8: COACHING VS. MENTORING

- **Challenge:** Knowing when to ask vs. when to advise
- **Exploration:** Choosing the right approach to enable growth and accountability
- **Tool:** 4-Step Feedback Model for developmental conversations

2.3

Activity

Module 6: Fostering Collaboration Across Teams

TOPICS

- The value of collaboration in cross-functional projects
- Breaking silos and building shared ownership
- Leveraging diversity for innovation

USE CASE 10: LEADERSHIP INFLUENCE

- **Challenge:** Motivating resistant or disengaged team members
- **Exploration:** Influencing without authority and building commitment
- **Activity:** “Influence Lab” - Role-based scenario practice
- **Tool:** RACI and Stakeholder Mapping Templates
- **Mini-discussion:** “When Collaboration Backfires - Lessons from Tech Projects”

2.4

Reflection and Peer Feedback

TOPICS

- **Guided journaling:** Communication wins and improvement areas
- **Peer Feedback Circles:** “What your leadership looks like to others”

DAY 3

Leading Change and the Future

Resilience, Adaptability, and Future-Ready Leadership

3.1

Activity

Module 7: Leading Through Change and Uncertainty

TOPICS

- Understanding change dynamics - The Change Curve & Bridges' Transition Model
- Identifying emotional responses to change (self and team)
- Communicating vision and stability during transitions

USE CASE 9: HANDLING EMOTIONALLY CHARGED SITUATIONS

- **Challenge:** Managing emotional reactions without losing team balance
- **Exploration:** Emotional regulation techniques for leaders
- **Practice:** Reframing emotions into constructive dialogue
- **Tool:** Kotter's 8-Step Change Leadership Framework

3.2

Activity

Module 8: Building Resilience and Agility

TOPICS

- What resilience looks like in leadership
- Managing energy and emotional balance in demanding roles
- Strategies for stress management and renewal
- **Mindfulness for leaders:** Focus and calm under pressure

USE CASE 4: BALANCING EMPATHY AND ASSERTIVENESS

- **Challenge:** Being kind without compromising standards
- **Exploration:** Emotional balance during conflict and feedback
- **Tool:** The “CARE” Framework (Compassion, Accountability, Respect, Empathy)
- **Tool:** Resilience Toolkit (ABCDE Model, Energy Zones Chart)

3.3

Activity

Module 9: Future-Ready Leadership

TOPICS

- The evolving leadership landscape - AI, automation, and human connection
- Digital empathy and ethics in leadership decisions
- **Human-centered leadership:** Leading innovation with purpose

USE CASE 3: BUILDING DECISION-MAKING CONFIDENCE

- **Challenge:** Team members avoiding decision-making
- **Exploration:** Encouraging informed risk-taking and ownership
- **Tool:** Decision Accountability Grid
- **Tool:** Future Readiness Scorecard

3.4

Group Simulation

Capstone Integration Lab: The Leader of Tomorrow

TOPICS

- **Presentation:** Team leadership strategy and decision framework

3.5

Closing and Commitment Ceremony

TOPICS

- Post-assessment and comparison with pre-assessment
- Personal Leadership Growth Plan (30-60-90 Day)
- Certificates, reflections, and closing remarks

NOTES

- Optional Annexures included with the program: Leadership Style Inventory, Coaching Conversation Worksheet, Accountability Planner, Resilience Self-Check, Future-Readiness Template.
- Integration Summary (Use Case Map) provided in the source, cross-referencing each use case to its module placement and core theme: 1. Transitioning from Doer to Leader (1.2, Leadership mindset, delegation); 2. Encouraging Ownership (1.3, Trust & accountability); 3. Building Decision-Making Confidence (3.3, Empowerment & future-readiness); 4. Balancing Empathy and Assertiveness (3.2, Resilience & emotional intelligence); 5. Bridging Communication Gaps (2.1, Communication alignment); 6a & 6b. Delivering Difficult Feedback (2.2, Coaching & mentoring); 7. Delegation without Micromanagement (1.4, Accountability & ownership); 8. Coaching vs. Mentoring (2.2, Development conversations); 9. Handling Emotionally Charged Situations (3.1, Change & team dynamics).

HANDS-ON ACTIVITIES

Practise What You Learn

#	MODULE	ACTIVITY
1.2	Module 1: The Modern Leader's Mindset	Activity: "My Leadership Compass" - Reflective self-mapping
2.1	Module 4: Communication Mastery for Leaders	Activity: "Decode the Message" - Leadership communication simulation
2.2	Module 5: Coaching and Mentoring for High Performance	Role Play: Coaching team members through change
2.3	Module 6: Fostering Collaboration Across Teams	Activity: "Collaboration Challenge" - Solving a cross-team problem
3.1	Module 7: Leading Through Change and Uncertainty	Activity: "Leading Change in Crisis" simulation
3.2	Module 8: Building Resilience and Agility	Activity: Guided mindfulness or visualization session
3.3	Module 9: Future-Ready Leadership	Activity: "The Future Leader" - Craft your leadership legacy statement
3.4	Capstone Integration Lab: The Leader of Tomorrow	Group Simulation: "Future Tech Scenario - Leading a Crisis of Change"

WHAT IS INCLUDED

Everything You Need to Succeed

- Koenig course material for every module
- Delivery by certified instructors and subject matter experts
- Hands-on exercises throughout the course
- Course completion certificate from Koenig

ABOUT KOENIG

Who We Are

Established in 1993, Koenig Solutions is a globally recognised training provider with 35+ technology partnerships, 5,000+ training programmes and a network of certified instructors and subject matter experts, supporting individuals and enterprise teams worldwide.

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✉ info@koenig-solutions.com