

A woman with dark hair in a ponytail, wearing glasses and a blue denim shirt, is speaking and gesturing with her hands in a meeting. She is surrounded by other people, including a man in a dark suit on the left and a man in a plaid shirt on the right. The background shows a bright window. A decorative hexagonal grid pattern is overlaid on the left side of the image.

+ *The **Leadership Code** Academy*

*“The ultimate test of a firm’s leadership strength comes from its overall capacity to produce leadership that delivers stakeholder confidence in future results.”*

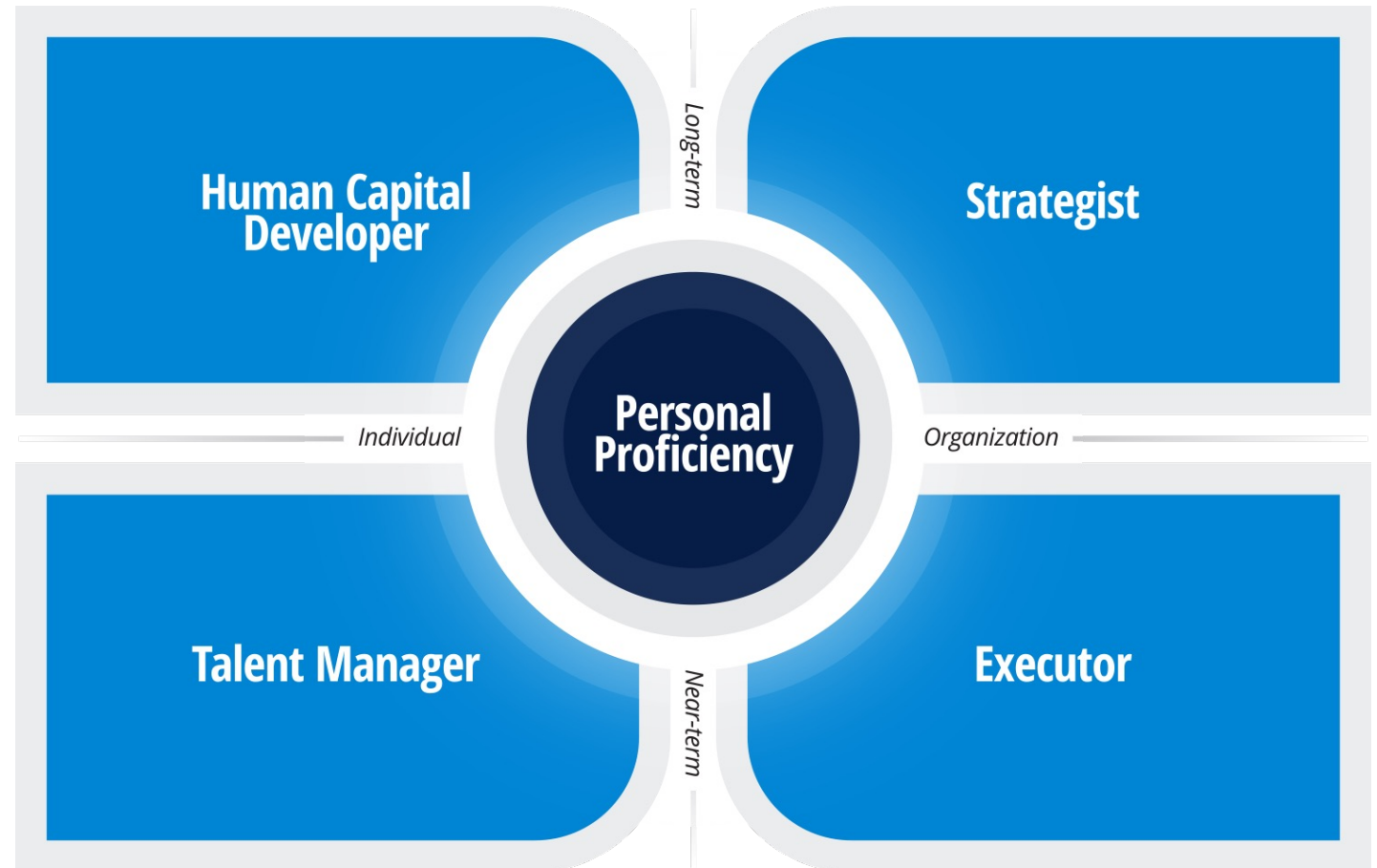
**Norm Smallwood,**  
Co-Founder, The RBL Group



# The Leadership Code

*The RBL Leadership Code® is a research-based synthesis of the critical knowledge, skills, and attributes essential for effective leadership.*

*It provides a unifying, contextual framework that translates the complex to the **simple**, the mundane to the **meaningful**, and the abstract to the **actionable**.*



# + The Leadership Code Academy

The RBL Leadership Code Academy develops the skills and attributes of leaders in 5 domains that drive business results for internal and external stakeholders:

	<b>Strategist</b>	<i>The foundation of being a Strategist is a deep understanding of your organization's stakeholders and then translating that understanding into a growth strategy and correlating capabilities that work in times of extreme uncertainty.</i>
	<b>Executor</b>	<i>Executors embrace the agile nature of the new world of work and seek to simplify its complexities. They look for data that will provide guidance for future investments and actions.</i>
	<b>Talent Manager</b>	<i>Key to the work of a Talent Manager is the ability to foster a work environment that promotes "believing, becoming, and belonging." They seek to increase collaboration and are champions for diversity, inclusion, and equity.</i>
	<b>Human Capital Developer</b>	<i>Effective Human Capital Developers understand that there are different paths and stages that employees grow into throughout their career journey. They also build the internal culture that best meets external stakeholders needs.</i>
	<b>Personal Proficiency</b>	<i>Leaders that are personally proficient understand how to navigate organizational, professional, and personal paradoxes and work in a way that promotes healthy balance.</i>



## Quick Facts

- Based on the most recent Leadership Code research & model
- 16 time-flexible online, virtual modules over 6 weeks
- Weekly live facilitated session with RBL consultants
- Designed for managers, directors, and high-potentials
- Public and private offerings

# Presented in a best-in-class guided learning format



## Flexible

- Complete on your own time
- 5–10 minute “sprint” exercises



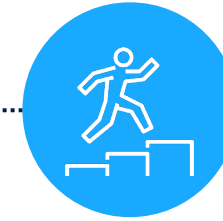
## Expert Instruction

- Personalized videos from Dave Ulrich & Norm Smallwood
- Other HR and industry experts



## Facilitated Sessions

- Weekly consultant-facilitated live sessions



## Individual Development

- Leadership Code Competency Assessment
- Personal coaching available



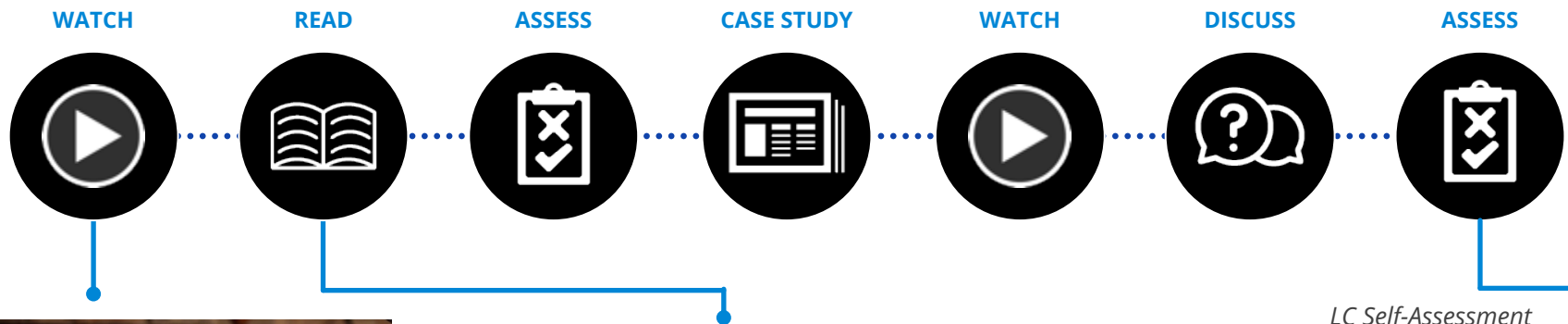
## Collaborative

- Tap the collective genius within your cohort

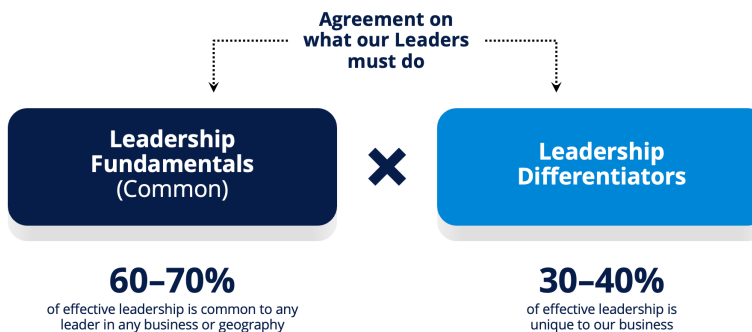
The guided and paced nature of the Leadership Code Academy, as well as the weekly facilitated sessions, creates a learning environment with **extremely high engagement and completion rates** (80% or more), which dramatically increases impact.

# A day in an academy sprint

In two to three, 40-minute modules per week, individuals will learn from experts that teach leading-edge ideas, show leaders how to use new tools on the job, and illustrate how to apply what they learn each day.



Leadership Fundamentals vs. Differentiators



LC Self-Assessment



Less is more—minimum effective dose for people who have lots of other things to do.

# Course Overview

1

Why Leadership Matters?

Week 1

2

What Makes an Effective Leader?

Week 1

3

Encourage Outside-in Thinking

Week 2

4

Create Strategic Clarity and Traction

Week 2

5

Harness Uncertainty

Week 2

6

Demonstrate Learning Agility and Make Change Happen

Week 3

7

Simplify Complexity and Set Priorities

Week 3

8

Rely on Guidance for Impact

Week 3

9

Foster Collaboration and Rely on Teams

Week 4

10

Magnify Diversity, Equity, Inclusion (DEI)

Week 4

11

Enable Employee Experience

Week 4

12

Accelerate Careers

Week 5

13

Create the Right Culture

Week 5

14

Navigate Paradox

Week 6

15

Access Resources to Cope with Demands

Week 6

16

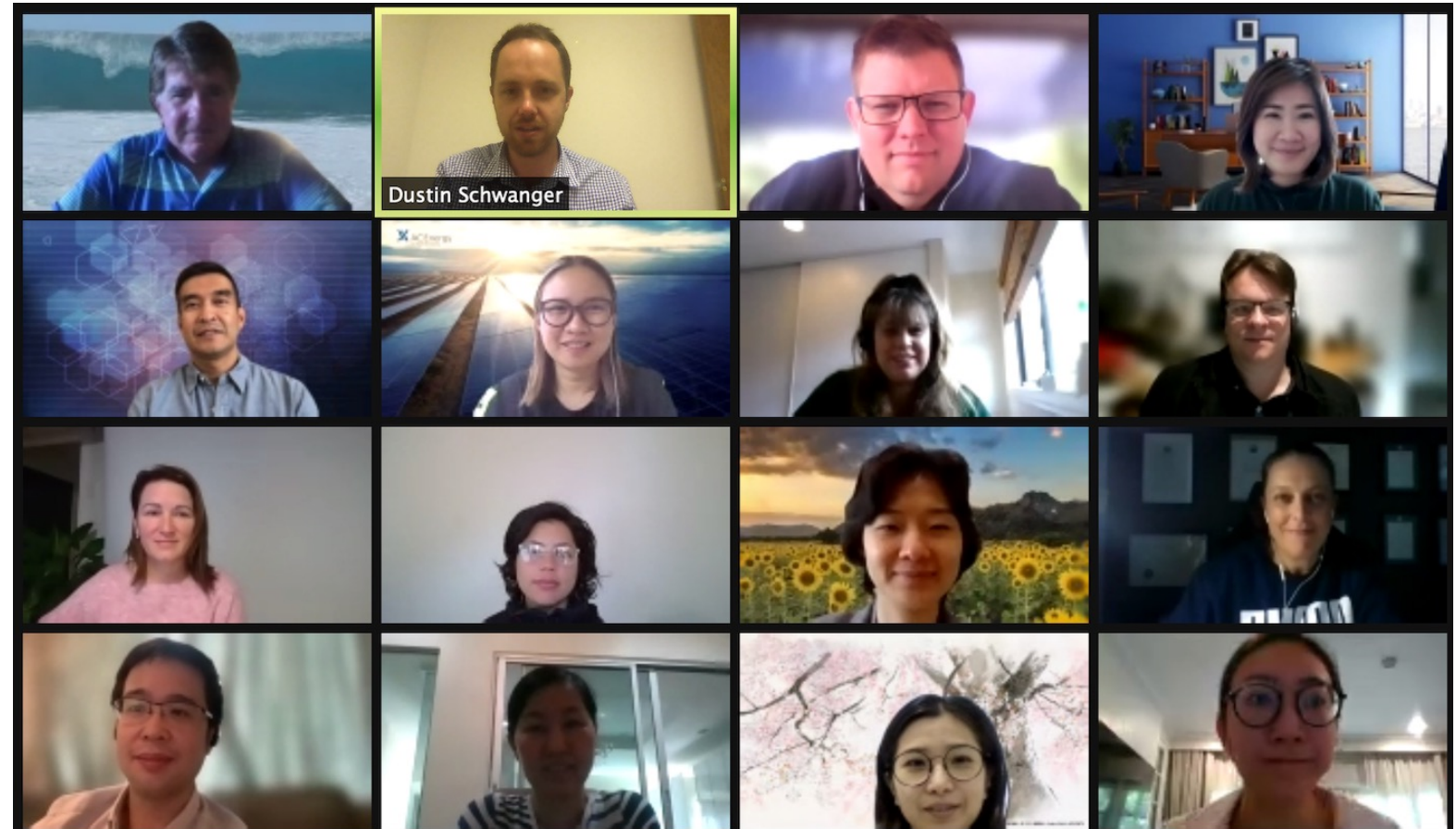
Leadership Sustainability

Week 6

# Academy Content: Facilitated Sessions

## Facilitated Sessions

- Provide a space for RBL consultants and academy participants to discuss application specific to the participants' organization and situation.
- Include company-specific and mixed breakout sessions.
- Allow for networking opportunities.
- Include additional case studies.
- Held via Zoom and recorded for future reference or for those that can't attend.





# Facilitated by Dave Ulrich, Norm Smallwood and RBL Senior Experts



**Dave Ulrich**

Ranked as the #1 management guru by Business Week, profiled by Fast Company as one of the world's top 10 creative people in business, and listed as a top 5 coach in Forbes, Dave Ulrich has a passion for ideas with impact. In his writing, teaching, and consulting, he continually seeks new ideas that tackle some of the world's thorniest and longest-standing challenges.



**Norm Smallwood**

Norm Smallwood is a recognized authority in developing businesses and their leaders to deliver results and increase value. His current work relates to increasing business value by building "outside in" organization, leadership, and people capabilities that measurably impact market value. In 2000, Norm co-founded The RBL Group with Dave Ulrich.

## Contributing Consultants



**Joe Hanson**

Joe is an experienced consultant recognized for partnering with HR and business teams in complex business turnarounds and successful organizational transitions. He has redesigned numerous HR and other functional organizations and has created comprehensive development programs aligned to new designs.



**Allan Freed**

Allan has worked with over 100 organizations on HR transformation, HR strategy development, HR executive education, and leadership development projects.



**Jessica Johnson**

Jessica serves as an executive coach, teacher, and facilitator and is dedicated to advancing the fields of Leadership and Strategic HR by connecting leaders with practical tools, leading-edge theory, and opportunities to learn from each other.



**Darryl Wee**

Darryl is a dynamic communicator, a strategic thinker, and a change agent who is able to distill complex situations into executable action plans to align the organization to common goals.



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# About RBL

# Dave Ulrich & Norm Smallwood

- Founded The RBL Group in 1999
- Global leaders in Strategic HR and Leadership
- Authored over 25 books and published hundreds of articles in leading magazines
- Recognized for their work in organization, leadership and HR by groups such as Thinkers 50, Harvard Business Review, HR Magazine, Leadership Excellence Magazine and more



# Driving Business Results...

## *Three Areas of Expertise*

1

### **Organization Strategy & Transformation**

Organization is the unique set of critical capabilities that create distinctiveness and competitive advantage. They allow your company to deliver on its promises. Our systems-based approach helps identify and design the capabilities that drive your business and create high performance.

2

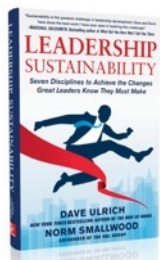
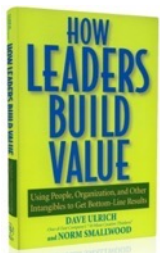
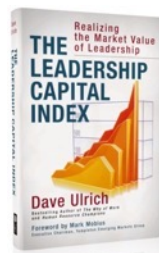
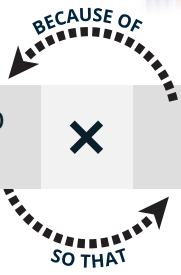
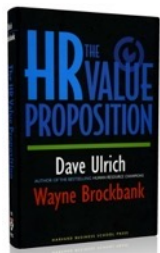
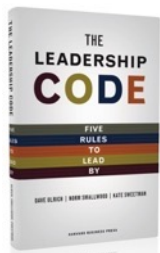
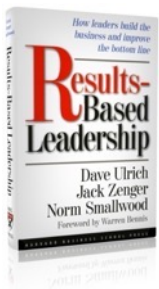
### **Strategic HR**

Through years of research and experience we know that HR leaders must think and behave consistent with the strategy of the business. By focusing HR practices on the capabilities that enable the strategy, your HR leaders become strategic partners and contribute to business growth.

3

### **Leadership & Talent**





















Leaders matter, but leadership matters more. We help you build a leadership brand capability that increases customer, investor, and employee confidence that your leaders will deliver the right results, the right way, today and into the future.



That Get Implemented

We have a long-term, integrated, outside-in point of view about effective leadership.

# Global RBL Clients



For more information:

**Adrian Phang**

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