

## New Leader Development Program (NLDP)

The New Leader Development Program (NLDP) is a rigorous 4-week online course designed specifically for aspiring and new leaders in Kenya and East Africa who are transitioning into leadership roles or preparing for senior positions. Drawing on decades of experience in the Decalogue Management Methodology™ and the foundational works of Deming, Goldratt, and the systemic management tradition, this program equips you with the confidence, self-awareness, and systemic thinking tools to lead effectively in our regional context.

### Who Should Attend

This program is designed for:

1. **Aspiring Leaders** Individuals looking to be identified for or preparing to move into senior roles
2. **New Team Leaders** Professionals recently promoted to lead teams, functions, or projects
3. **Supervisors** Those transitioning from individual contributor to people manager roles
4. **High-Potential Professionals** Emerging talent being groomed for future leadership positions
5. **Entrepreneurs** Business owners building their first management teams
6. **Anyone** with personal responsibility for leading others for the first time

### The GSE Advantage: Why This Program is Different:

*Focused on seeing the business leadership as an interconnected system of processes.*

Traditional Change Management	The GSE Approach
Focuses on leadership styles and theories	<b>Builds leadership as a systemic practice</b> —understanding how you, your team, and your organization interconnect as networks, not silos
Teaches delegation as a task	<b>Reveals delegation as a constraint-identification process</b> —freeing yourself for higher-value work by understanding system interactions
Treats conflict as a problem to resolve	<b>Views conflict as vital data</b> —revealing the underlying mental models blocking team performance, as Goldratt taught
Sets goals by objective-setting frameworks	<b>Creates alignment through shared understanding</b> —building the "profound knowledge" Deming insisted was essential
Measures performance after the fact	<b>Establishes systemic metrics</b> —understanding variation and identifying leverage points to coach in real-time

### Your Learning Journey: 4 Weeks of Integrated Discovery

*You will progress through four interconnected modules, each building on the last. Every week combines conceptual frameworks from the Decalogue tradition with practical application to your real-world leadership challenges.*

### Week 1: The Leadership System—Understanding Your New Role

**Core Question:** *What does it mean to be a leader, and how is leadership different from management?*

This week establishes the foundational lens: leadership is not a position but a systemic practice (foundational lens from Deming and Goldratt: The System of Profound Knowledge and the Theory of Constraints.). You'll learn to see yourself, your team, and your organization as an interconnected system and identify where your real leadership leverage lies.

Weekly Topics & Key Takeaways:

	Topic	Key Integrated Case Study	Key Takeaways
1	<b>The Shift from Individual Contributor to Leader</b>	<b>Kenyan Tech Company Case:</b> A top-performing software developer in Nairobi is promoted to team lead. Within three months, her team's productivity has dropped, and she's working 60-hour weeks trying to "help" everyone. She has not yet learned to see herself as part of a larger system.	<ol style="list-style-type: none"> <li>1. Leadership requires a fundamental identity shift—from "doing the work" to "enabling others to do the work."</li> <li>2. Deming taught that the leader's job is to understand the system, not just the tasks.</li> <li>3. Your success is no longer measured by your output, but by your team's output within the larger organizational system.</li> </ol>
2	<b>Your Leadership System: Mapping Stakeholders and Constraints</b>	<b>Regional Bank Example:</b> A new branch manager at a tier-2 bank in Mombasa must navigate expectations from regional management, her branch team, and long-standing customers—each group operating with different assumptions and constraints.	<ol style="list-style-type: none"> <li>1. Every leader operates within a system of interconnected stakeholders—what Goldratt called the "core conflict" between competing demands.</li> <li>2. Undesirable effects (stress, conflict, overwhelm) are data about constraints in your leadership system.</li> <li>3. The Conflict Cloud process, from the Decalogue tradition, reveals the underlying mental models creating your leadership blockages.</li> </ol>
3	<b>The Conflict Cloud: Diagnosing Your First Leadership Challenge</b>	<b>Family Business Example:</b> The son of a founder of a successful logistics company in Thika is appointed operations manager. Long-serving employees, who remember him as a child, are not taking him seriously. He faces the classic Goldratt dilemma: assert authority or maintain relationships?	<ol style="list-style-type: none"> <li>1. Surface-level problems ("they don't respect me") mask deeper conflicts ("I must assert authority AND maintain relationships").</li> <li>2. A clearly defined conflict points directly to the solution—an "injection" that breaks the logjam</li> <li>3. Your first leadership task is to diagnose—not to act.</li> </ol>

	Week 1 Deliverables	Key Activities
1	Diagnose Your Leadership Challenge: Using the Conflict Cloud template, map a current leadership challenge you are facing. Submit:	<ol style="list-style-type: none"> <li>1. A clear statement of the situation</li> <li>2. The undesirable effects you are observing</li> <li>3. The core conflict you believe is causing the blockage</li> <li>4. Key stakeholders in your leadership system</li> </ol>
2	Required Reading & Resources	<ol style="list-style-type: none"> <li>1. "Understanding organizations as systems and the role of the leader" (Deming and Goldratt: The Theory of Constraints and the System of Profound Knowledge)</li> <li>2. Decalogue Methodology™ Guide to the Conflict Cloud</li> <li>3. From Silos to Network — Introduction: "Why Siloed Thinking Fails Modern Leaders"</li> <li>4. Case Study: "Seeing Your Organization as a System"</li> </ol>

## Week 2: Know Yourself—Leading with Profound Knowledge

**Core Question:** *Who are you as a leader, how do you impact others, and what mental models are constraining you?*

Building on your systemic diagnosis, this week delves into the human element. You'll explore the emotional journey of change, challenge your own mental models, create the limits of your leadership effectiveness. and develop frameworks for understanding what your stakeholders truly need.

Weekly Topics & Key Takeaways:

	Topic	Key Integrated Case Study	Key Takeaways
1	<b>The Leader's Mental Models</b>	<b>NGO Scenario:</b> A program manager at an international NGO with a large Kenya operation is promoted to country director. Her collaborative style worked well with peers but is now causing delays. She believes "good leaders don't impose decisions"—a mental model that has become a constraint.	<ol style="list-style-type: none"> <li>1. The "human constraint" is often the leader's own assumptions about how things should work.</li> <li>2. Human Constraint - teaches that our mental models create the boundaries of what we can see and do.</li> <li>3. Self-awareness is not just about style—it's about surfacing the assumptions that limit you.</li> </ol>
2	<b>Understanding Your Impact on Others</b>	<b>Manufacturing Example:</b> A new production manager at a flower farm in Naivasha is direct and task-focused. He believes he's being clear and efficient. His team	<ol style="list-style-type: none"> <li>1. Your intention is not your impact—a core insight from the System of Profound Knowledge.</li> <li>2. The "negative branch" tool from the Decalogue helps you identify unintended consequences before they occur.</li> <li>3. Feedback is data about how your leadership is landing, not criticism to be defended against.</li> </ol>

		experiences him as cold and critical. He is unaware of the "negative branches" his behavior creates.	
3	<b>Psychological Safety and the Leader's Inner World</b>	<b>Public Sector Case:</b> A new department head in a county government in Western Kenya is struggling with political dynamics. She feels personally attacked when her initiatives are criticized, unable to separate her identity from her proposals.	<ol style="list-style-type: none"> <li>1. Leadership triggers predictable emotional responses—fear, self-doubt, defensiveness.</li> <li>2. What you feel is data about what you value and what you're afraid of losing.</li> <li>3. The leader's inner world is the starting point for all outer change.</li> </ol>

	Week 2 Deliverables	Key Activities
1	Stakeholder Mapping & Emotional Analysis: For your change challenge:	<ol style="list-style-type: none"> <li>1. Identify three mental models that may be constraining your leadership</li> <li>2. Map your "negative branch"—what unintended consequences might your natural style create?</li> <li>3. Identify one assumption you will test during this program</li> </ol>
2	Required Reading & Resources	<ol style="list-style-type: none"> <li>1. "Identifying and transcending personal mental models" (The Human Constraint, adapted)</li> <li>2. "Self-awareness as the foundation of systemic leadership" (Sechel: Logic, Language and Tools, adapted)</li> <li>3. Decalogue Methodology™ Guide to the Future Reality Tree and Negative Branch</li> <li>4. Self-Assessment: Leadership Mental Models Inventory (provided)</li> <li>5. Video: "The Leader's Inner Journey" (based on Montgomery's work)</li> </ol>

### Week 3: Leading Others—Building Networks, Not Silos

**Core Question:** *How do you build a high-performing team in a world of complexity and interconnection?*

Armed with systemic diagnosis and self-awareness, this week focuses on the core work of leadership: enabling others to succeed. Drawing on From Silos to Network and Moving the Chains, you'll learn to build organizations that function as networks, not hierarchies.

Weekly Topics & Key Takeaways:

	Topic	Key Integrated Case Study	Key Takeaways
1	<b>From Hierarchy to Network</b>	<b>Kenyan Fintech Example:</b> The founder of a growing Nairobi fintech startup is overwhelmed. He's built a traditional hierarchy, but information and decisions get stuck at each level. His organization is siloed, and he doesn't know how to make it flow.	<ol style="list-style-type: none"> <li>1. The organization of the future is a network, not a siloed hierarchy.</li> <li>2. Delegation in a network is different—it's about creating connections, not just assigning tasks.</li> <li>3. The leader's job is to create the conditions for flow, not to control every outcome.</li> </ol>
2	<b>Setting Goals That Create Alignment</b>	<b>Agribusiness Example:</b> A new team leader at a large tea exporter in Kericho needs to set targets for his sales team. Previous targets created competition between team members, undermining overall performance.	<ol style="list-style-type: none"> <li>1. Traditional goal-setting creates silos even within teams.</li> <li>2. Moving the Chains offers an operational solution: goals must be seen as interconnected, not independent.</li> <li>3. Effective goals help each team member understand how their work contributes to the whole.</li> </ol>
3	<b>Coaching in a Complex Environment</b>	<b>Professional Services Case:</b> A newly promoted associate director at a Nairobi consulting firm has a brilliant but disengaged junior team member. Previous coaching attempts have failed because they treated the symptom (disengagement) rather than the system.	<ol style="list-style-type: none"> <li>1. Coaching is not about fixing people—it's about helping them see the system they're in.</li> <li>2. The Theory of Constraints helps you understand what's really limiting each team member's performance.</li> <li>3. Different team members face different constraints—your coaching must adapt accordingly.</li> </ol>

	Week 3 Deliverables	Key Activities
1	Team Development Plan:	<ol style="list-style-type: none"> <li>1. Map your team as a network—where are the connections strong? Where are they broken?</li> <li>2. For one direct report, identify what might be constraining their performance</li> <li>3. Create a simple coaching plan for the next 30 days based on constraint identification</li> </ol>
2	Required Reading & Resources	<ol style="list-style-type: none"> <li>1. "Building network-based organizations" (From Silos to Network," adapted)</li> <li>1. "Team dynamics and flow" (Moving the Chains: An Operational Solution for Embracing Complexity," adapted)</li> <li>2. Decalogue Methodology™ Guide to Creating Unrefusable Offers</li> <li>3. Case Study: "Building Flow in a Nairobi Team"</li> </ol>

## Week 4: Leading Through Challenges—Quality, Involvement, and Flow

**Core Question:** *How do you create the conditions for sustained excellence in your team and yourself?*

The final week synthesizes everything into a coherent leadership approach. Drawing on Quality, Involvement, Flow: The Systemic Organization, you'll learn to create the conditions where quality emerges naturally, people are genuinely involved, and work flows smoothly.

Weekly Topics & Key Takeaways:

	Topic	Key Integrated Case Study	Key Takeaways
1	<b>Creating the Systemic Organization</b>	<b>Regional Bank Example:</b> A new manager at a bank in Dar es Salaam wants to build a team culture of excellence. Previous managers tried incentives and punishments. Nothing stuck.	<ol style="list-style-type: none"> <li>1. Quality cannot be inspected in—it must be built into the system.</li> <li>2. Quality, Involvement, Flow teaches that these three elements are inseparable.</li> <li>3. Your job as leader is to create the conditions, not to force the outcomes.</li> </ol>
2	<b>Navigating Conflict Systemically</b>	<b>Healthcare Example:</b> A new quality improvement manager at a public hospital in Nairobi must implement new protocols across departments. Conflicts arise constantly—between departments, between professionals, between old and new ways.	<ol style="list-style-type: none"> <li>1. Conflict in a system is inevitable and useful—it reveals where the system is constrained.</li> <li>2. The Prerequisite Tree helps you identify every obstacle standing between current reality and desired outcomes.</li> <li>3. Effective conflict resolution addresses the system, not just the individuals.</li> </ol>
3	<b>Creating Your Leadership Action Plan</b>	<b>Synthesis Session:</b> Workshop your own leadership development journey using all the tools from the program and the framework of Quality, Involvement, Flow.	<ol style="list-style-type: none"> <li>1. A complete leadership action plan must address all three elements: the quality of your thinking, the involvement of your people, and the flow of work.</li> <li>2. The plan must be grounded in your specific context and challenges.</li> <li>3. The first 90 days after the program are critical—you will leave with a clear "Day 1" action.</li> </ol>

	Week 4 Deliverables	Key Activities
1	Complete Leadership Action Plan: Submit a comprehensive action plan for your leadership development, including:	<ol style="list-style-type: none"> <li>1. Conflict Cloud (diagnosis of your core leadership challenge)</li> <li>2. Self-awareness profile and mental models to watch</li> <li>3. Team development plan based on network principles</li> <li>4. Quality, Involvement, and Flow goals for your team</li> <li>5. First 90-day implementation calendar</li> </ol>
2	Required Reading & Resources	<ol style="list-style-type: none"> <li>1. "Quality, Involvement, Flow: The Systemic Organization" (Decalogue Methodology™)</li> <li>2. Decalogue Methodology™ Guide to the Prerequisite Tree and Transition Tree</li> <li>3. Template: Complete Leadership Action Plan</li> </ol>

## Tangible Outputs

By the end of this program, you will have:

1. **A complete Leadership Action Plan** ready for implementation in your role
2. **A portfolio of tools and frameworks** (Conflict Cloud, Future Reality Tree, Prerequisite Tree, Transition Tree, Unrefusable Offer)

3. **A personal mental model profile** and understanding of your development areas
4. **A team development plan** based on network principles
5. **A network of peers** facing similar change challenges across East Africa
6. **Certificate of Completion** from the Graduate School of Entrepreneurs

## Learning Methods

This program is designed for busy professionals. Each week combines:

	Method	Description
1	<b>Interactive Video Lectures</b>	Short, focused videos introducing key concepts with real-world examples from East Africa
2	<b>Case Study Analysis</b>	Rich cases drawn from Kenyan and regional organizations, analyzed through Decalogue frameworks
3	<b>Self-Assessment Diagnostics</b>	Tools to understand your mental models, leadership assumptions, and development areas
4	<b>Weekly Mentor Huddles</b>	Live small-group sessions with experienced practitioners to workshop your specific challenges
5	<b>Peer Learning</b>	Engage with a diverse cohort of managers facing similar change challenges across industries
6	<b>Practical Application</b>	Each week's deliverable builds toward your final Leadership Action Plan

## What You'll Take Away

*You will progress through four interconnected modules, each building on the last. Every week combines conceptual frameworks with practical application to your real-world change challenge.*

## Core Capabilities

	Capability	You Will Be Able To...
1	<b>Systemic Diagnosis</b>	See yourself and your team as an interconnected system and identify the real constraints to your effectiveness
2	<b>Self-Awareness</b>	Understand the mental models that limit you and the assumptions that drive your behavior
3	<b>Network-Based Team Development</b>	Build teams that function as networks, not silos, creating flow and adaptability
4	<b>Constraint Identification</b>	Find the leverage points where small changes create big improvements
5	<b>Quality, Involvement, and Flow</b>	Create the conditions where excellence emerges naturally
6	<b>Sustained Leadership Growth</b>	Establish practices for ongoing leadership development based on continuous learning

## Learning Requirements & Assessment

To earn the New Leader Development Program (NLDP), you must:

1. Complete all module work in all week sessions by stated deadlines.
2. Actively participate in course discussions, reflections, and mentor huddles.
3. Demonstrate core content mastery by satisfactorily completing all module quizzes for the NLDP-based courses.
4. Submit a passing Capstone Project presentation that demonstrates application of both TOC and core business skills.
5. Earn a passing score on the integrated four-part exam.