



## Course Content at a Glance

### Leading Innovation

### Masterclasses



This programme is delivered in 5 Masterclasses and 3 Greenhouse sessions that combine to offer skills, tools and insights that make an Inclusive and Collaborative Leader to foster Innovation.



### Course Dates

8 Weeks, Tuesdays,  
1 March - 26 April 2022



### Schedule

5 x 3-hour Masterclasses  
3 x 1.5-hour Greenhouse sessions



### Delivery

Online



### Price

€750 Course Fee  
€550 Early Bird Fee



### Apply

[Click here](mailto:tangentcourses@tcd.ie) or  
Email  
[tangentcourses@tcd.ie](mailto:tangentcourses@tcd.ie)

<p><b>MASTERCLASS 1</b> <b>Emotional Intelligence for Leaders Part 1 – Me at my best</b></p> <ul style="list-style-type: none"> <li>• Self-awareness - preferences, values and emotions</li> <li>• Self-management - resilience, peak performance, balance</li> <li>◊ Reflection: If you had everything you needed to handle ambiguity and perform at your best, what problems could you solve at work?</li> </ul>	<p><b>MASTERCLASS 2</b> <b>Emotional Intelligence for Leaders Part 2 – My team and relationships</b></p> <ul style="list-style-type: none"> <li>• Relationship management - praise, motivation, difficult dynamics, conflict navigation and repair</li> <li>• Social awareness -empathy, passive resistance, response to change (SCARF model)</li> <li>◊ Reflection: What's the most important problem for you and your team to solve at work?</li> </ul>
<p><b>MASTERCLASS 3</b> <b>Team Dynamics</b></p> <ul style="list-style-type: none"> <li>• Team roles, composition of membership and the team charter</li> <li>• Team purpose and clarity - common goals, purpose and approach</li> <li>• Communication, accountability and team culture</li> <li>• The 5 dysfunctions of a team, and how to manage them</li> <li>• Team trust, proving competence, integrity and benevolence</li> <li>◊ Reflection: If your team had everything they needed to perform at their best, what could they achieve?</li> </ul>	<p><b>MASTERCLASS 4</b> <b>Diversity and Unconscious Bias</b></p> <ul style="list-style-type: none"> <li>• <b>Evidence</b> - an examination of the evidence for bias and how it impacts our organisations</li> <li>• Awareness - exercises and tools for developing awareness of how bias impacts your thinking and decision making.</li> <li>• Tools - introduction of tools to help mitigate harmful impacts of bias and create more diverse and inclusive workplaces</li> <li>◊ Reflection: What will you do in your daily activities to help mitigate the negative impacts of bias? What can you do to help your organisation confront 'stinky fish' problems?</li> </ul>
<p><b>MASTERCLASS 5</b> <b>Storytelling for Business Success</b></p> <ul style="list-style-type: none"> <li>• An introduction to business storytelling</li> <li>• The science of story</li> <li>• The skill of storytelling</li> <li>• How we can use strategic story in our businesses going forward</li> <li>• Reflection: Following this programme, what is the most important story for you to tell in your organisation next?</li> </ul>	



## Leading Innovation



### Timetable

#### Tues 1st March

Masterclass 1: Emotional Intelligence for Leaders: Me at My Best

#### Tues 8th March

Masterclass 2: Emotional Intelligence for Leaders: My Team & Relationships

#### Tues 15th March

Greenhouse 1: Challenge introductions

#### Tues 22nd March

Masterclass 3: Team Dynamics

#### Tues 29th March

Masterclass 4: Diversity and Unconscious Bias

#### Tues 5th April

Greenhouse 2: Idea refinement

#### Tues 12th April

Masterclass 5: Storytelling for Business Success

#### Tues 29th April

Greenhouse 3: Presentation Showcase

**Masterclass sessions will be held from 10am to 1pm.**

**Greenhouse sessions will be held from 11:30am to 1pm.**

## Greenhouse Sessions

The Greenhouse is a space where seeds are planted and new ideas grow. These are facilitator-led collaborative sessions (held in weeks 3, 6 and 8) where participants begin to apply their learning to a specific work-related challenge.

Reflective questions, posed in each programme session, are designed to trigger the challenge you decide to address. The Greenhouse is a time and place to receive support, gather feedback and experiment in a non-judgemental environment.

### Greenhouse 1: Challenge Introductions

The first Greenhouse (Week 3) provides the opportunity to articulate your challenge, with some initial ideas on how to address it. This is a chance to share with peers, seek alternative perspectives and adjust your ideas accordingly.

### Greenhouse 2: Idea Refinement

The second Greenhouse (Week 6) is where your refined approach shall be shared for further discussion and comment, this time with a direct focus on implementation. Following this, your idea can be brought forward to the 'Storytelling for Business success' session (Week 7). Here, you shall learn how to turn your idea into a compelling and impactful story.

### Greenhouse 3: Presentation Showcase

The third and final Greenhouse (Week 8) is a programme-closing Showcase event, where you shall communicate your ideas through the use of storytelling, and include steps for implementation. Following this, you will return to your organisation with a clear plan to address the challenge and a compelling narrative to share with others.