

# 11 ELE VEN

by Dublin Business School



**EXTRAORDINARY LEADERS** *will excel*



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ELEVEN's Executive Leadership Programme will help you unleash your full potential and take you to an 11/10 in every aspect of your life. Designed to stand out from traditional programmes, this innovative programme creates an environment to help you understand your true self and further your development of 11 key attributes in order to become an extraordinary leader.

"Technical ability gets you to a 10/10 in your career, but behavioural competence and confidence is what makes you an 11/10."

11

### Attributes

These ELEVEN attributes characterise exceptional leadership.



#### ADAPTABILITY

Agility is the new essential, and true entrepreneurs find themselves evaluating the need to pivot the business model. Give yourself permission to deviate!



#### AUTHENTICITY

Own your space, welcome truths, be who you are, and create a safe space for others to do the same.



#### AWARENESS

Open your mind to your blind spots no matter how confronting the FIX might be.



#### BRAVERY

Bravery is the enemy of average. Embrace the role of courage and discomfort in leadership.



#### CONNECTION

The cornerstone to relationships. Listen to understand rather than listening to respond.



#### CREATIVITY

Tap into your inner child to allow yourself a sense of wonder and original thought.



#### EMPATHY

Know your triggers that prevent true compassion when other people's differences and choices feel confronting.



#### INNOVATION

Connect divergent dots in new ways to create ideas that break through. Foster an environment that feels uncomfortable for all the right reasons.



#### PURPOSE

Finding your purpose is one of life's greatest quests. Confront your purpose, stay curious to it, and allow it to evolve when it needs to.



#### RESILIENCE

Inspire strength in yourself and others, especially when it feels hard to do.



#### VULNERABILITY

It takes courage to be yourself. Address the default strategies you use to avoid being vulnerable.

## WELCOME TO DBS

DBS is Ireland's largest independent third-level college. With over 9,000 students, DBS provides a comprehensive range of full-time and part-time undergraduate, postgraduate, professional and executive education programmes.

ELEVEN is a new, unique programme offered by DBS, designed to provide psychological concepts to develop winning leadership techniques in corporate environments.

## WHAT IS THE ELEVEN EXECUTIVE LEADERSHIP PROGRAMME?

In today's dynamic environment, where the skills and attributes required to excel as a leader are more complex than ever, there is a need for a renewed approach to leadership development.

ELEVEN leverages the latest research in behavioural science to deliver a suite of programmes designed to unleash potential and create extraordinary leaders. Centred on the development of specific behavioural and adaptive thinking abilities through targeted, interactive and experiential modules, ELEVEN is designed to achieve real and sustained behavioural change.



"In the fifth industrial revolution, humans and machines must dance together seamlessly and this will take extraordinary leadership. We fear change, we fear uncertainty and we fear a lack of control, but what if we didn't? What if all of it was an opportunity to build an unforgettable legacy."

## WHY ELEVEN FOR EXECUTIVE LEADERS?

As leaders, we operate in a complex, ambiguous, volatile business world and need to be ready for change. Globalisation has created virtual reporting lines, multi-locations and dotted-line reporting structures. This brings new challenges to managing teams. Digitalisation means the speed of information coming at leaders is high and frequently changing. Social media has changed how we interact with each other with instant messaging, text and video conference overtaking the phone. The business world is different: rapidly changing, virtual and international. These factors create challenges for leaders.

A knowledge of how one comes across to others, how we are perceived and how effectively we leaders work together remotely, virtually and in-person are more important to succeed. Research tells us that leaders who are more self-aware, more empathetic, stronger in their emotional intelligence are more successful.

ELEVEN provides psychological concepts to develop winning leadership techniques in corporate environments. It doesn't focus on standard leadership competencies because other courses do that, and traditional leadership training that focuses on techniques address the underlying behaviours that limit leadership effectiveness.

ELEVEN is unique as it's the only development platform that has a psychological backbone. It looks at the human propensity to change and, in a business environment where a 'command and control' style of leadership doesn't work anymore, considering the expectations from Millennials and X-Gen, a different kind of intervention is required.

Improving self-awareness as a leader, the ability to work successfully with others, a knowledge of how one comes across, to be influential in their field and with stakeholders is what will set leaders apart.

"We all know what it is that we DO  
but we must also seek to understand WHO  
we are when we are doing it."



## PROGRAMME METHODOLOGY

Developed by a group of neuroscientists, psychologists, psychotherapists and executive coaches, involving over 900 interviews with executive leaders, the ELEVEN leadership programme is centred on attributes instead of competencies and utilises multisensory adaptive learning specifically designed to provide real and sustained behavioural change.

It begins with a self-assessment of your thinking and learning preferences to create a personal learning pathway completely tailored to you. Delivered over nine months, the programme architecture comprises targeted, interactive and experiential modules within the contexts of *Self*, *Others* and *Place*, to achieve meaningful personal and professional development.

*Self* | Be the author  
of your life

Introspective view of who you are and what you stand for by gaining a deeper insight into your own biases and how they impact your decision making.



*Others* | Unlock potential  
in others

The latest neuroscience research and its practical application to your personal and leadership behaviours to better understand and inspire others.



*Place* | Create  
your place

Your role in and readiness to create impact and change in an organisation or industry by being challenged to think differently and adopt new behaviours.



"What we know  
matters, but who we are  
matters more."

Brené Brown



“

ELEVEN had a profound impact on me, not just on my career, but also more broadly. ELEVEN is such an engaging, confronting, insightful and empowering experience that you get to share with an incredible group of people. Following my ELEVEN experience, I was offered an amazing new role leading global projects. I can honestly say that this would not have happened if it weren't for the ELEVEN programme and the amazing group of people involved.

”

**Trevor Kelly**

## WHO SHOULD APPLY

The ELEVEN leadership programme has been developed specifically for executive leaders (or soon-to-become executive leaders) who aspire to a higher level, or to make a greater impact, in their role. By gaining deeper insight into your biases, perceptions and sense of self, the programme is designed to give you the confidence you need to maximise your performance as a leader.

## WHAT SETS ELEVEN AT DBS APART?

- A personalised experience relevant to a leader's unique development needs, focusing on behavioural attributes instead of competencies.
- Adaptive and multi-sensory learning designed to stimulate, support and allow leaders to develop their self-awareness and reflection skills.
- Opportunity for leaders to immediately apply learnings and work through real-life challenges to bring about behavioural and mindset change.
- DBS is Ireland's largest independent third-level college. With over 9,000 students, DBS provides a comprehensive range of full-time and part-time undergraduate, postgraduate, professional and executive education programmes.
- Over the last 40 years, DBS has built a considerable reputation for the quality of its teaching. As an institution, we focus our main research activity on the constant improvement of the learning experience of our students.
- ELEVEN Executive Leadership Programme is exclusive to DBS, a subsidiary of Kaplan.

## WHAT WILL YOU GAIN FROM ELEVEN?

- A stronger sense of self and what you stand for as a person and leader.
- Insight into cognitive biases (including your own), how they impact behaviour and the practical application of this insight to become a more effective leader.
- Improved communication and collaboration styles to help others achieve greater performance and job satisfaction.
- Insight into human-centred design and practical applications for everyday leadership.
- Understanding of dynamic strategy and disruptive innovation, and the creation of dynamic leadership.
- Practical applications of the latest neuroscience research into personal and leadership behaviours, and the difference between management and leadership.
- Understanding of leadership in the context of an organisation, how culture and organisational strategy determine leadership style, and a leader's role in creating cultural beliefs and behaviours.



## PROGRAMME MODULES

### PRE-PROGRAMME SELF-ASSESSMENT

Delivered over a period of nine months (approximately one day per month), ELEVEN's Executive Leadership Programme is designed to stimulate all of your sensory, learning and cognitive preferences through multi-sensory adaptive learning to provide real and sustained behavioural change.

### 9 X FACE-TO-FACE CORE WORKSHOPS

Delivered monthly, these full-day workshops allow you to work with and learn from our experienced facilitators, as well as a small cohort of approx 10-12 senior peers.

### 9 X ONLINE SUPPORT CONTENT

Choose from a series of case studies, e-learning modules and webinars delivered over the course of the programme to complement and reinforce your learning.

### 4 X EXECUTIVE COACHING SESSIONS

A coach will be provided to you with guidance and support, and allow you to discuss your progress and implementation of your learning.

### 360 POST-PROGRAMME PSYCHOMETRIC ASSESSMENT

Provides you with an opportunity to reflect on your ELEVEN journey, followed by a debrief with an executive coach to discuss your results and further development.

# PROGRAMME ARCHITECTURE

## SELF

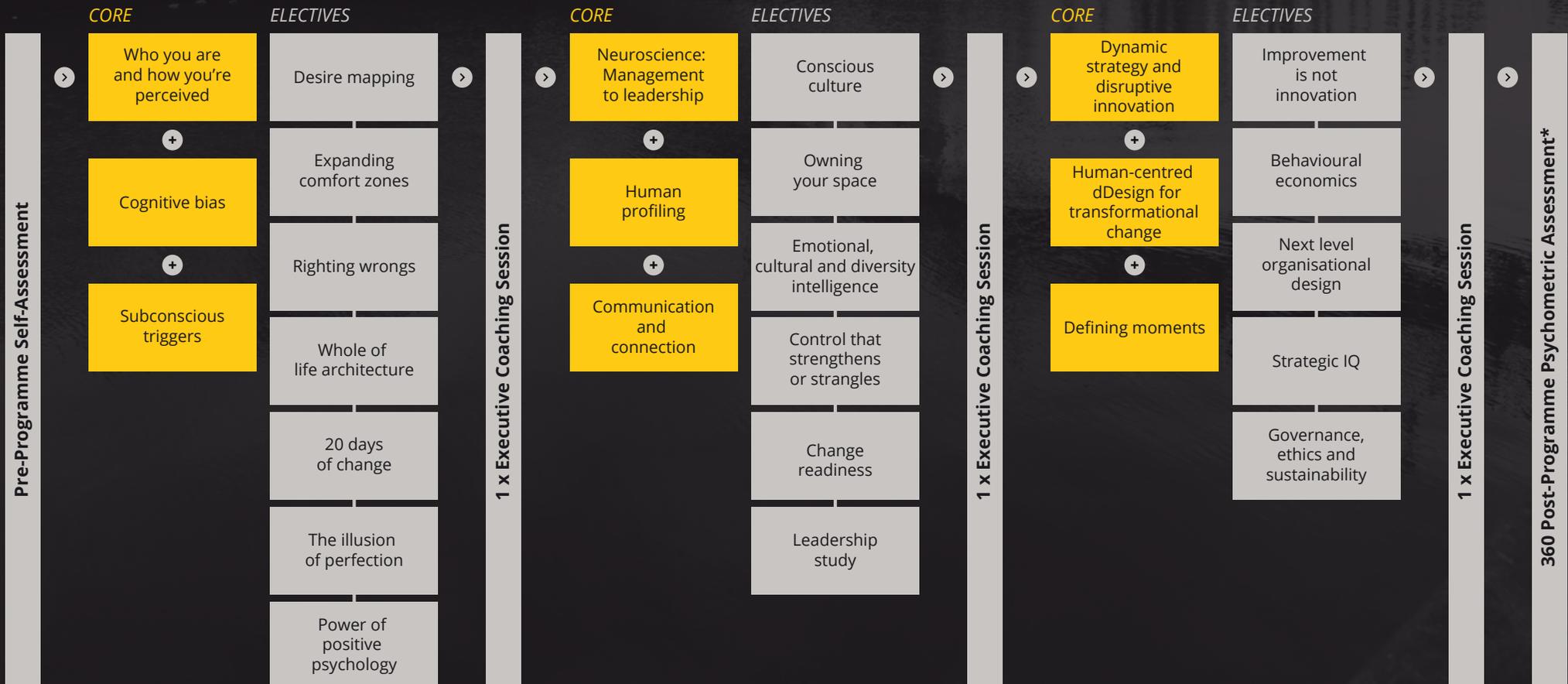
Introspective view of who you are and what you stand for by gaining a deeper insight into your own biases and how they impact your decision making.

## OTHERS

The latest neuroscience research and its practical application to your personal and leadership behaviours to better understand and inspire others.

## PLACE

Your role in and readiness to create impact and change in an organisation or industry by being challenged to think differently and adopt new behaviours.





## OTHER AREAS THAT MAY BE OF INTEREST TO YOUR ORGANISATION

### ELEVEN KEYNOTE SEMINARS AND WORKSHOPS FOR YOUR ORGANISATION

Inspire your employees with a dynamic and compelling face-to-face session, tailored to your timeframe, budget and business needs. DBS will partner with your organisation to develop a deep understanding of your business requirements, current operations and strategic objectives to deliver an integrated leadership development solution specifically designed to achieve your strategic outcomes. We will work closely with you to understand your unique business requirements and objectives to create a unique ELEVEN experience designed to unleash the potential in your people to achieve greater results in your organisation.

- Self-awareness
- Cognitive biases
- Understanding self/others
- Neuroscience of feedback
- Body language
- Neuroscience of cultural beliefs
- Driving innovation
- Positive psychology
- Whole of life architecture
- Expanding your comfort zone
- Neuroscience of relationships
- Behavioural economics
- The true art of influence
- Human profiling

### DBS CORPORATE TRAINING

DBS can also offer bespoke training programmes tailored specifically to meet your current and future organisational requirements utilising in-house DBS training expertise to deliver a positive return on your investment. Our expert team will ensure that what is learned in the classroom will have a direct practical application in the workplace. We offer bespoke programmes across a range of disciplines from our IT, business, law, finance, marketing faculties and professional school. We have specialised expertise in the areas of:

- Leadership & management
- Data analytics
- Cybersecurity
- Key account management
- Project management
- Sales & marketing

We are currently accepting applications for all programmes and you can apply now on our website [www.elevendbs.ie](http://www.elevendbs.ie) or alternatively we would welcome the opportunity to meet with you face to face to discuss how ELEVEN will assist both you and your organisation to become extraordinary leaders, leveraging the latest research in behavioural science. ELEVEN will drive authenticity, adaptability, awareness, innovation, creativity, bravery, and it will lead you and your organisation to greater success.

**E: [eleven@dbs.ie](mailto:eleven@dbs.ie)**

## FUTURE LEADERS PROGRAMME

Based on the foundation principles of ELEVEN's Executive Leadership Programme, the Future Leaders Programme will help you explore your authenticity and further your leadership potential to thrive in dynamic environments. This programme is more aimed at emerging leaders.

This state-of-the-art programme is centred on the development of 11 key attributes and provides meaningful insight into your personal behaviours and the impact of those behaviours on others, while helping you to future-proof your leadership by building your confidence, agility and resourcefulness.

Coupled with the practical application of the latest neuroscience research, ELEVEN's Future Leaders Programme is focused on attributes fundamental to human interaction and essential for 21st century leadership.

### Leader Within

Discover what authenticity means for you to elevate your personal leadership effectiveness.

### Leader Emerging

Ignite your personal leadership purpose to enable and empower others.

*"I have met many a leader who has  
'fallen' into their career but the one  
thing we have control over now is  
WHO we are when we are in it."*

*"Leadership is intentional. We don't  
always do it well by accident."*



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[www.elevendbs.ie](http://www.elevendbs.ie)

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