

## **IE Business School Global Network Week:**

### **Holistic Leadership: From Purpose to Impact**

#### **Overview:**

The 21st century needs a different type of leader: one who is grounded in their values, who has the ability to care for themselves and others, and who is committed to make a positive impact on their communities and world. This year's Global Network Week at IE is designed to provide participants a unique space for introspection into who they are, what shapes their behaviors, and how they can create a solid foundation for vision and action.

Our holistic leadership journey requires a deep dive into our values, habits and how we choose to be. From this awareness and appreciation, we can evaluate how we can impact our teams, communities and the world. The concept of journey is critical to gain balance, appreciation and perspective in learning from the experiences of the road already traveled and the road that lies ahead.

This course will create the opportunity for students to cultivate their ability to thrive, be healthy, feel good, and connect with themselves and others in order to become more impactful and more holistic leaders.

#### **Course Content:**

The Holistic Leadership course will follow the core pillars of the IE Center for Health, Well-being and Happiness of Body (Vitality), Mind (Focus) and Soul (Purpose) giving participants the opportunity to gain deeper appreciation of how these elements are interconnected and influence our behaviors. We will follow the Appreciative Inquiry framework to guide your holistic leadership journey and to support your final deliverable of a team presentation of a Holistic Leadership Plan.

IE faculty and guest speakers will introduce core concepts and the science around well-being, facilitate knowledge and help you develop new skills. The curriculum is designed to provide students the tools to develop a framework to lead with impact. Participants will put this learning into action through a variety of individual and group activities on- and off-campus, including networking opportunities, throughout the week.

During the classes, we ask that technology be put away to focus our attention on increasing awareness of emotions and to train positive practices for flourishing. We also ask that we foster a safe environment for open dialogue, kindness and exploration around well-being so we can build practices into each of our unique lives.

**Course Timing:** Students can expect sessions to take place at different times between 9:00 a.m. CET and 4:00 p.m. CET, with programmed breaks. We will incorporate teamwork, a guided meditation exercise to ground ourselves and be present, followed by reflection.

## **Course Sessions Overview:**

### **Building Resilience through Strengths & Purpose**

#### **Positive Emotions for Well-being & Resilience**

Emotions are signals and can drive thoughts and behaviors. The session is designed to introduce the concept of well-being and its impact in our ability to thrive, be healthy, feel good, connect with our self & others and to contribute to our learning, teams and community at IE & beyond. We will delve into building greater emotional awareness to appreciate the role emotions play in shaping our perception and well-being. We will consider ways to develop a focus on positive emotions for resilience.

During this session we will also outline the appreciative inquiry framework and set our intentions for the week.

#### **Leading Self through Character Strengths**

Character strengths provide an opportunity for introspection and appreciation of what makes us human. In learning and developing our strengths, we can gain a greater sense of authenticity, appreciation and acceptance, which in turn supports greater ownership and confidence in our decision-making and impact. We will consider the need for balance in using our strengths, how to connect and build others with a strengths-based mindset and how we can grow through challenge.

#### **Leading with Values & Purpose**

Gaining a greater appreciation for our values and the role they play in our prioritization, decisions and impact on others is critical to our leadership journey. Values are formed early on and shape the way we interact with the world. Values have played a role in our decision making and guide how we perceive the interactions and how we treat others. Our session will provide the space for greater understanding of our values and the role they play in our ability to communicate and lead others.

### **Vision, Focus & Healthy Habits**

#### **Leadership Vision**

Our vision can serve as our compass to guide our path and hold us accountable. Following our sessions on positive emotions and self-discovery, we will look to the future to define the characteristics of the person and leader we desire to be. With greater clarity, we can consider the content to design our path towards our vision.

#### **The Science of Attention**

We live in an attention economy where we strive to get as much done as possible, often with less resources. Our session will consider what attention is and the principal

elements that derail our focused attention. We will consider the behaviors that hold us back and how we can tackle changing rooted patterns of behavior.

### **The Art of Habit Hacking**

First, we will better understand the habit loop, what key triggers are and the rewards we inadvertently give ourselves in the decisions we make. From this deeper understanding of the science of attention and habit, we will work to make changes to support behaviors that help us to be our best. We will consider how to anticipate barriers and automatize behaviors for optimal performance.

### **Vitality: Sleep, Nutrition & Movement**

#### **The Impact of Sleep**

Sleep has traditionally been underrated, however new studies are showing the importance of sleep in our ability to be aware, grow and lead ourselves and others. Our session will consider the impact of sleep and consider relevant practices to help us to manage our emotions and energy to be our best.

#### **Nutrition for Performance**

We often don't consider the impact of the nutrients we eat on our performance and vitality. Our session will consider the brain and how we fuel it, as well as the role of nutrition and ways to better fuel our bodies for greater impact.

#### **Building Strength and Core**

Movement is critical to optimal functioning and key part of our vitality. Our session is focused on the physical movement and how to build strength and a solid core, similar to the focus of our holistic leadership course, yet on a physical level. Come prepared to challenge yourself and consider the physical impact on emotions, our mind and performance.

### **Leading Authentically**

#### **Self-awareness & Subconscious Communication**

Did you know that 95% of your behavior is subconscious? Our brain has the tendency to create routines out of the things we do, how we think and what we feel. In order to improve as a person, it is helpful to become aware of these (often subconscious) patterns and behaviors. Our behavior and hidden thoughts, feelings and emotions are expressed through our words and nonverbal communication. When we gain insights and pay attention to this, we increase our awareness and areas of personal growth will emerge.

## **Leading through Authenticity**

Time is our most valuable commodity; the currency we pay in we call attention. In order to improve your positive impact, it is necessary to understand that you, as a person, are the medium and you are the message. Whether you are aware of this or not, you have an impact on many people during your day. Your presence leaves clues about who you are and how you are being perceived. During this session we focus on what it means to be authentic and relate this to the subtle art of influence and persuasion.

## **Case Study: A New Way of Leading**

This session will provide practical application of how the core contents of the Holistic Leadership course are being applied in the corporate world. We will delve into the change in mindset, challenges and ultimately the positive impact of a new approach to leading.

## **Connection & Communication**

### **Authentic & Compassionate Connection**

We are communicating in all we do and in all we are. Our session will create the space for learning about how our emotions and past experiences shape our current self and how we communicate on an emotional level. We will consider this journey of appreciation to communicate more authentically, to be present and other focused for greater connection and compassionate leadership.

### **Ownership in my Leadership Development Design**

Building on our learning and appreciation of the Holistic Leadership content, this session will focus on the ownership in designing our path towards our leadership vision. Taking ownership is key to our success and growth journey. How can we leverage the insights and intentionally focus on the steps on our journey to holistic leadership, aligned with what is truly important to each one of us.

### **Holistic Leadership Framework**

Our final session will provide an opportunity to craft a holistic vision of the learning and growth, to showcase insights around the interconnection of body, mind and soul and to share with the cohort each team's vision and design forward. Sharing the key learning and collective plan is the culmination of the learning journey toward being a holistic leader.

## Format and Assessment

The course will be conducted in person and will be supported by pre-work, discussions and reflections to ground the learning journey and to document the experience. The final session will be the opportunity for each team to showcase their Holistic Leader framework to the cohort with key insights and overview of the action plan to reach their collective vision. Students are expected to craft a detailed deliverable of the main learning, following the appreciative inquiry framework, to outline their vision for leadership and the design of the path forward. Additionally, students should anticipate the barriers leaders face and consider how they will hold themselves accountable.

## Faculty

The course will feature different faculty members from IE University.



Professor Lisa D. Bevill (Lead Faculty)

Lisa Bevill is the Academic Director of the Center for Health, Well-being and Happiness at IE University. The Center was founded in 2019 with the mission to develop the human skills for flourishing and to support the core IE values in creating a community dedicated to making a positive impact.

Lisa has been a professor of skills development and leadership at IE Business School since 2008. She studied at the Gabelli School of Business at Fordham University, with minors in international business and Spanish, before moving to Europe where she completed her International MBA at IE Business School in 2005. Lisa completed her Executive Master in Positive Leadership, Strategy and Transformation in 2019 and holds the PCC coaching certification by ICF. Her professional focus has been dedicated to supporting personal development, well-being and leading with impact through awareness and skill development.

Lisa is a native of California, positive by nature and deeply curious. Lisa has lived and worked in Europe for 20 years working in global environments developing individuals from over 130 nationalities. Lisa has a great appreciation for diversity and difference as drivers of innovation and greater outcomes when allowed to connect and flourish.

## Supporting Faculty

- Menno Bakker: Diplomatic Attaché and professor in leadership development at IE with a distinct focus on influence, persuasion, negotiation and nonverbal communication.
- Jill Paine, Ph.D.: professor in organizational behavior and leadership at IE.
- Daniel de la Serna, Clinical Director at Spanish Institute of Psychoneuroimmunology and professor of Nutrition for Optimal Brain Performance at IE.

- Daniela Hervella: Fitness & well-being consultant, certified personal trainer, and professor of Vitality at IE.
- Norman Kurtis: Dean of Programs at IE Business School, Senior Advisor at IE Center for Health, Well-Being & Happiness, and professor of behavior, leadership & marketing.
- Eva Herber, Clinical Psychologist and Strengths Practitioner, Certified Coach and expert in Applied Positive Psychology facilitation.
- Emilia Domenech: Mindful Leadership Consultant and Executive Coach
- Mario Sebastian: Vice President of Customer Experience EMEA at Cisco, Executive Master in Positive Leadership, Strategy and Transformation
- Ellen Buckland: Founder of Contemporary Empathy and Adjunct Professor of Creativity, Innovation and Human Centered Leadership, IE University