



by **SHIFT**SCHOOL

THE TRANSFORMATIVE LEADERSHIP PROGRAM FOR CENTURY 21



DEAR GAME CHANGER,



Century 21 will change the rules of the game in every aspect. Though the challenge is not the transformation itself; the real challenge is us. In recent years, many organizations have seen highly praised initiatives fail miserably. Time and again, good ideas got lost in complexity, promising projects had to be abandoned after the costs had skyrocketed, or the tender plants

of cultural change were pulled back by established forces. The result: More than 80% of all transformations fail. And of those failures 80% fail for the same reasons: Our attitude and behavior towards change. As technological evolution threatens many established business models and climate as well as social change put us under enormous pressure, we are destined to find better answers. Organizations must transform their paradigm of leadership if they want to address the economical, ecological, and societal challenges of the 21st century.

That is why we at **SHIFTSCHOOL** have decided to analyze what we have learned in more than 100 transformation projects over the last years and look at the biggest levers for improvement. This leadership program addresses the essential questions holistically by focusing on both overcoming the resistance to the needed changes and overcoming the finite conviction that business is a zero-sum game. In the past years, most trainings focused on WHY things must change and WHAT measures should be taken, but people are all too happy to avoid the HOW. This program will change that. We have created the **SHAPE®** framework to make transformation happen - in both people and businesses.

Excited to work with you,

Tobias



WHAT ARE YOU UP TO IN CENTURY 21?

7

**WEEK
LEARNING
EXPERIENCE**

5

**IMMERSIVE
WORKSHOP
DAYS**

5

**LIVE ONLINE
IMPULSE
SESSIONS**

6

**COLLABORATIVE
MASTER
CLASSES**

1

**ON-THE-JOB
TRANSFORMATION
CASE**

- 3-day retreat kick-off workshop with the entire cohort, building an incredibly valuable network & community
- 6 weekly expert-led, live online impulse sessions with curated weekly inspiration topics and collaborative masterclasses with state-of-the-art innovation tools
- 5 intensive discovery sessions with domain experts and thought leaders
- 2-day final reflection weekend to consolidate all the learnings
- Design sprint for a transformation case from your organization with peer support and coaching
- Break-out teams with mastermind assignments and debriefs to deepen your take-aways
- Physical **SHAPE®** innovation box with curated learning materials to intensify your hybrid learning experience

WHAT ARE THE QUICK FACTS?

The hybrid **SHIFTSCHOOL** combines the best of both worlds: An immersive face-to-face learning experience and intensive team building in a spectacular retreatlocation and remote deep dives and peer coaching sessions for 7 weeks to drive every transformation case to success. We combine psychological safety and hands-on learning with an easy-to-access online environment to create a powerful learning experience that actually transforms people.



HYBRID LEARNING IN REAL TEAMS



5 HOURS REQUIRED PER WEEK



GERMAN OR ENGLISH COHORTS



MASTERMIND COACHING



DOMAIN EXPERT INSIGHTS



INDIVIDUAL PROJECTS



GRADUATION CERTIFICATE



€ 6,900 FOR COMPANIES
€ 5,500 FOR INDIVIDUALS & NGOS
(EXCL. VAT)



HOW IS THE PROGRAM STRUCTURED?

Part 1: **SHAPE**SCAPE

Immersive retreat weekend

Part 2: **SHAPETREK**

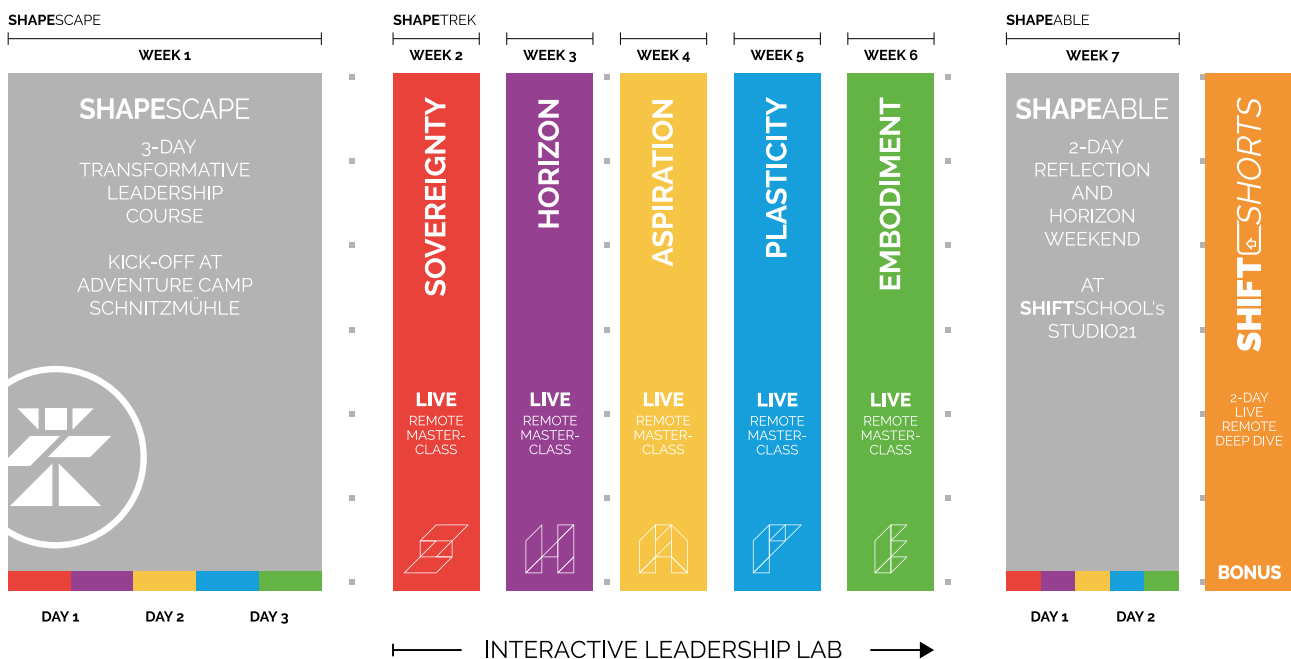
Five remote sessions on Thursday evenings

Part 3: **SHAPE**ABLE

Final presentations workshop and reflection

Bonus: **SHAPESHORTS**

2-day remote learning experience



WHAT IS THE PROGRAM ABOUT?



The **SHAPE**® Program kick-off takes us to special retreat locations across Europe. Experience a wonderful and intensive time together with your learning mates. Learning is a social endeavor and bonding a group of excellent people in a combination of in- and outdoor workshops will lay the foundation of an unforgettable learning journey.



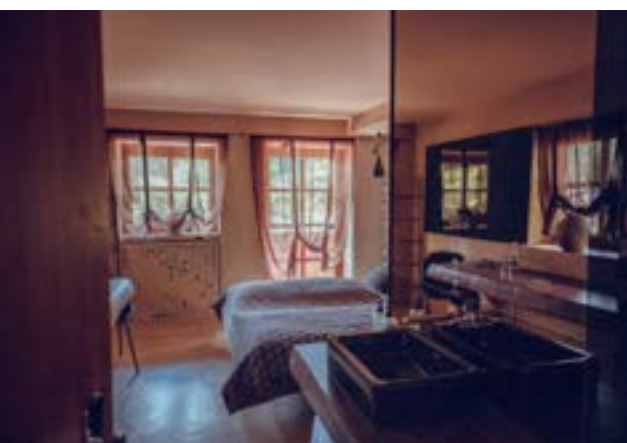
EDUCATION

Learn in an open workshop space with heart & soul! You find lots of free space to get clarity and new ideas. In an architecture that cleverly combines virtual, real, and natural areas. Our laboratory for inventing meaningful futures!

EXPLORATION

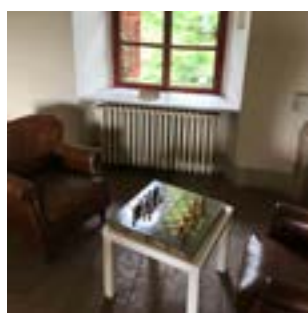
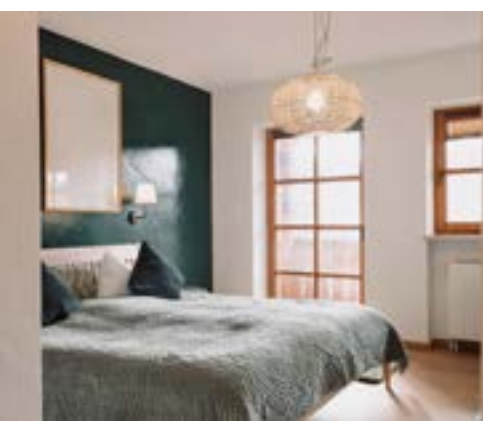


Wander on mystical forest trails, canoe along the banks of the river or hike on scenic gravel paths through hilly landscapes. Our hikes and guided team activities not only create good group dynamics but are also the perfect occasion to come up with new transformative ideas. After an inspiring workshop day gather around a self-made campfire to explore your purpose, share your experiences, and learn from each other.

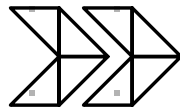


ACCOMMODATION

Spend your downtime in a stylish, single room „hideaway“, which architecturally covers all needs in a small space. Architecture and nature complement each other with larch wood floors, and high, light-filled rooms.



ALIMENTATION

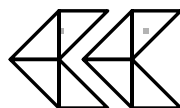


Enjoy plant-based, vegetarian, or vegan cuisine with local ingredients, spiced with exotic recipes, combined in a healthy and forward-looking way. Forest goes Fusion becomes Future – leaving a positive footprint through our culinary experiences.



RESTORATION

Reflect on the learnings in meditation and yoga sessions or just relax in flying gardens, bubble basins, in stone basket saunas or under soul sound showers. The somewhat different well-being experience. Century 21 style meets exceptional nature -with refreshing beach lounges in the summer and cozy indoor fireplaces in the winter.





/SHAPESCAPE

Welcome to **SHAPESCAPE** Nature Retreat! An immersive workshop weekend with inspiration sessions, break-out assignments, and self-reflective episodes over the course of three days. This intensive kick-off is designed both to provide the necessary insights on future transformation touching technology, digitalization, sustainability, and work culture, and to enhance the critical competencies needed to lead this transformation in times of uncertainty. You will also start to forge your transformation case in peer group sessions applying the previously acquired creative skills and methods.



FRIDAY
STARTING
AT 1 PM

// THE ART OF THE START IDENTITY FOR CHANGE MAKERS

>> TRANSFORMATIVE MINDSET

Exploration of attitudes and behaviors in a highly uncertain world

>> TRANSFORMATIVE NETWORK

Team Building in agile contexts and interaction in sustainable networks

>> TRANSFORMATIVE LEADERSHIP

Formulation of a new understanding of roles and self-responsible action in the age of digitalization



SATURDAY DAY 2

// MAKING IDEAS HAPPEN ITERATIVE TOOLBOX FOR TRANSFORMATION CHAMPIONS

>> FUTURE MANIFESTO

Reflection and analysis of transformation processes and vision development for agile teams

>> RAPID PROTOTYPING

Conversion of designs into assessable prototypes and iterative further development based on peer feedback

>> CREATIVE SOURCE

Building a culture of change and development of transformative roadmaps



SUNDAY
ENDING
AT 5 PM

// DARE TO LEAD IMPLEMENTING CULTURAL CHANGE IN ORGANIZATIONS

>> CULTURE RULES

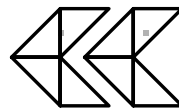
Tools and competencies to communicate change convincingly and implement them over resistance

>> NAVIGATING AMBIGUITY

Decision Making under conditions of extreme uncertainty and driving transformation with available means

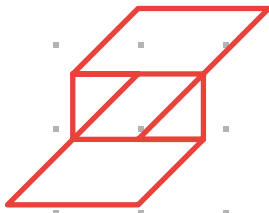
>> APPLIED AGILE

Strategic team and organizational development and implementation of agile projects in the age of New Work



After the kick-off weekend you are part of a committed cohort of change makers with diverse backgrounds who support each other to make bold change happen. This trust and familiarity in the group now allows you to learn and work effectively without physically being in a room. Over the course of the next seven weeks, you will empower your MINDSET and apply new leadership SKILLS within a newly formed NETWORK of like minded individuals to develop your individual transformation case successfully.

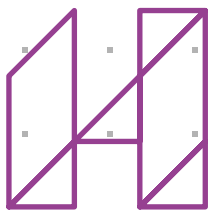
/SPARKS



SPARK 1: SOVEREIGNTY

What are the key conditions for driving a successful transformation process?

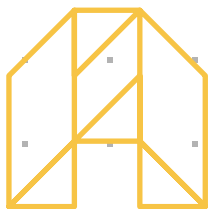
- **Exemplary Ownership** – the craft of taking responsibility and holding others accountable at the same time
- **Entrepreneurial Acumen** – the ability to decide and act under conditions of extreme uncertainty
- **Autonomous Innovation** – the art of daring greatly despite ambiguity



SPARK 2: HORIZON

How can we provide guidance and direction for sustainable transformation?

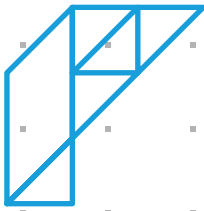
- **Predictive Re-Creation** - the ability of detecting trends and imagining possible future scenarios
- **Directive Purpose** – the craft of shaping legacy, ideas and business into a meaningful whole
- **Expressive Leadership** – the art of forming unity by means of storytelling



SPARK 3-4: ASPIRATION

How can we achieve the best possible outcome through open experimentation?

- **Inquisitive Thinking** – the ability to challenge the status quo, reduce complexity, and look for inconsistencies in reasoning
- **Creative Alchemy** – the art of playfully combining interdisciplinary methods with curiosity and serendipity
- **Investigative Discovery** – the craft to design and conduct descriptive experiments to drive rapid learning



SPARK 5: PLASTICITY

How can we adapt to changing conditions while simultaneously withstanding forces of inertia?

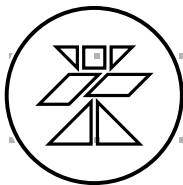
- **Adaptive Judgement** – the craft of questioning beliefs, overcome cognitive biases and adapt opinions accordingly
- **Reflective Awareness** – the ability of gaining conscious understanding of the self
- **Social Sensemaking** – the art of gaining clarity by empathic interaction with a group



SPARK 6: EMBODIMENT

How can we lead by example and embody the change we seek?

- **Open Discourse** – the ability to compete for the best solution driven by deviating opinions
- **Collaborative Communication** – the art of expressing vulnerability and gratitude
- **Habitual Improvement** – the craft to learn quickly from experience and to persistently grow better over time



SPARK 7: SHAPEABLE

The purpose of this final session is to consolidate all the learnings, to celebrate all the great work that you have achieved so far, and to create an outlook into the future - into a world of radical change, rising complexity, and paradigm shifts. It is our goal to use the spirit and momentum of this class to really push your transformation endeavors out there. Creating impact not concepts! For learning to stick over the long-term, you need time to apply the new methods and practice your new way of thinking on a regular basis. In this final workshop we will discuss how you can achieve sustainable success and continue to thrive in a network of like minded change-makers.

WHAT WILL A SPARK LOOK LIKE?



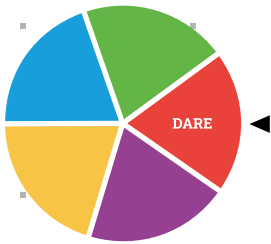
Our credo is: We work together alone! This means that each participant works on their own topic independently, but we meet each week to learn new things together and give each other feedback and hold each other accountable. The upcoming program includes a series of live sparks with mini-workshops and peer coaching sessions. Small mastermind groups guarantee close collaboration and will help you to move on your project in a sprint-like fashion.



The SHAPE® Process will act as an applicable guideline for driving this transformation. Week by Week



HOW DO WE WORK ON OUR TRANSFORMATION CASES?



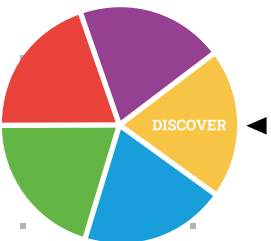
DARE

How do we decide and act under conditions of extreme uncertainty?



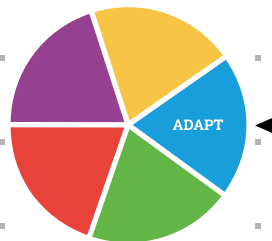
IMAGINE

How do we shape a purposeful vision out of legacy, ideas and meaning into an interacting whole?



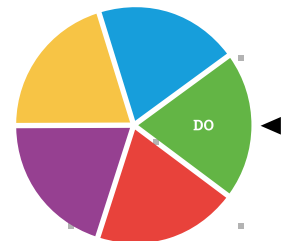
DISCOVER

How can we establish a culture of diversity and creative discourse to find the best possible solutions?



ADAPT

How do we constantly challenge the status quo, reduce complexity, and adapt to an environment of perpetual change?



DO

How can we build trust, reliability, and sustainable relationships with all stakeholders by empathic interaction?

During the trek you will directly work on your own transformation case in an area such as digitalization, sustainability, leadership, or cultural change. An applicable process with useful insights and methods will guide you - with the support of our coaches and your peers. From week to week your project takes more **SHAPE** and, at the end of this sprint, will cover all necessary steps to turn a vague transformative idea into a successful project. This learning-by-doing approach is designed to push you out of your comfort zone and to turn your plans into action. We will work on overcoming inner and outer barriers by addressing these fundamental principles of transformation:

WHAT DO WE LEARN?



By the end of the program, you will have developed your transformation case along the **SHAPE**[®] process and the confidence to apply the learnings directly on the job. Along, you will have acquired a whole range of change-making and leadership skills, gained many valuable insights about the main drivers of transformation, and built a reliable network of fellow changemakers.

By working with the **SHAPE**[®] Framework you will build the capacity to

- adapt your existing strategies to meet the uncertain future
- enhance your understanding of the key drivers of transformation
- build a concrete roadmap for your transformation case and define the key elements for success
- internalize a new state-of-mind by working on transformative attitudes in a safe environment
- commit yourself and your teams to work towards a purpose-driven culture
- respond to future challenges by tapping into the wisdom of your peers
- unify and motivate stakeholders by candidly reflecting on things and become more and more important
- redefine leadership by building a collaborative experience for all
- use methods to rapidly prototype, test hypotheses, and iterate certain elements of your strategy
- lead through creative discourse and candid feedback



WHY DO YOU WORK WITH THE SHAPE APPROACH?

SHIFTSCHOOL has been awarded and featured many times as a pioneer for immersive learning experiences in a rapidly changing digital world. We have educated 150 Digital Transformation Managers in our Academy and trained hundreds of transformative leaders in small and large organizations. We have now condensed all the learnings on how to lead successful transformations into the **SHAPE®** Program.

These are a few exemplary statements that we have heard again and again in recent years, and which ultimately prompted us to develop the **SHAPE®** process.

“

“Everybody talks about change, but nobody wants to change themselves. When push comes to shove, no one is really willing to go all in. **How** do I get people to have skin in the game?”

“When we get stuck, everyone cries out for a new mindset, but **how** do I change the attitude of my colleagues on the board?”

“We have started many uncoordinated digitization projects all over the company. **How** can I align those endeavors so that people know what or whom to follow?”

“Innovations are urgently needed. But instead of really stepping out of our comfort zone for once, we settle for mediocre ideas. **How** do I get people to address the elephant in the room?”

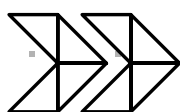
“We all have a clear mandate to introduce agile methods and flat hierarchies, but no one sticks to it. **How** do I get my leadership team to practice what they preach?”

”

WHO ELSE IS IN THE PROGRAM?



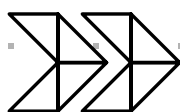
This program is for anyone who wants to take personal and professional growth in their own hands and has the clear intention to lead transformation within their organization. We only require the motivation to learn and reflect as well as the willingness to truly change things. Members of the **SHAPE®** program are a community of practice that will ignite their peers with their spirit. They act as pioneers who are first to try out new things, discover new territory and share their experiences with everyone at work. They don't take anything for granted and develop the capability to move the system forward – transforming themselves and their organization even against resistance.



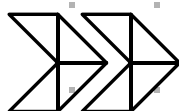
Executives from established SMBs wanting to drive the transformation of their organizations to make them 21st century proof



Business leaders from large corporations looking for new ways to change their organizations

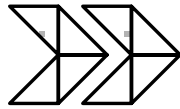


Future-forward entrepreneurs and game-changers who look for a diverse network of like-minded peers seeking a new challenge to scale their impact



Creative business professionals and cultural change-makers with at least five years of work experience

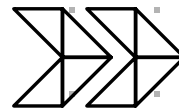
WHAT DO PEOPLE SAY ABOUT SHIFTSCHOOL?



„What distinguishes the **SHIFTSCHOOL** is that it truly encourages people to (re-)discover their creativity. Faber-Castell's vision is to unleash the creative potential of our customers as well as our employees. Within our global network, we see **SHIFTSCHOOL** as an important innovation coach. Faber-Castell's Corporate Development team appreciates the comprehensive innovation methods and is grateful for the trusting relationship it has developed with the **SHIFTSCHOOL** team.“

COUNTESS KATHARINA VON FABER-CASTELL

Head of Corporate Business
Development
Faber-Castell AG

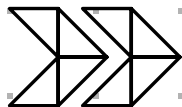


„What I really appreciate about working with **SHIFTSCHOOL** is the fact that I get so much inspiration and Best Practice that I can incorporate directly into my daily work. The large network of **SHIFTSCHOOL** is the big advantage. They collaborate with so many different companies and startups and, therefore, can offer a wide range of insights from many different industries.“



DR. JÜRGEN ZEINER

Robert Bosch GmbH,
Vice President Technical Functions



„**SHIFT**SCHOOL means innovation in every aspect! In terms of didactic design and digitization insights. In addition to great training, the entire network offers valuable inspirations to be more innovative in everyday business. All in all, the cooperation with **SHIFT**SCHOOL is great and the team is always on hand with help and advice for us.“



MARKUS BIRKEL

Head of IT & Digital Transformation
medi GmbH & Co. KG



„The collaboration with **SHIFT**SCHOOL has been really great right from the start. **SHIFT**SCHOOL is a reliable partner who always supports me with new insights and constructive critical thinking. Companies that want to make a difference should first send selected employees to **SHIFT**SCHOOL. Especially large corporates should work with **SHIFT**SCHOOL, because their programs really breathe new life into established systems. This is necessary, today and in the future!“



KRISTINA MUTH

Head of Innovator Academy
Merck Innovation Center
Merck KGaA Darmstadt

HOW DOES THE APPLICATION WORK?

We are looking for people who are leading initiatives, organizations or communities that are playing some part in forging a new “Story of Better”.

People who see the future as something we want to create together and not as something that we’d rather like to avoid. Each candidate must submit a transformative idea that they plan to work on during the program and beyond. Something that is larger than our own career needs and above all shapes a better future - no matter how big or small.



We reject fast food learning and passive content consumption as well as egoistic and inconsiderate behavior towards the group. Our leadership programs are designed as immersive learning experiences. We are looking for individuals who thrive in a community of like minded peers and share an authentic interest in getting to know other participants for who they are, and who they want to become.

We believe that learning is a social endeavor. It is our goal to build lasting relationships, not shallow encounters. Every cohort is formed as a unique community of highly skilled individuals who remain deeply connected and committed to each other and their shared experience.

Are you in? To start the application process, please fill in the application form you will find on the website. Once submitted, you will receive an email containing a link to schedule an interview. The goal of the interview is to find out what motivates you to join the community. We will let you know within a week after your interview if you are accepted into the **SHAPE®** trek.



MORE QUESTIONS?

HOW MUCH IS THE TUITION?

The program costs € 6,900 FOR COMPANIES / € 5,500 FOR INDIVIDUALS & NGOS excluding VAT and covers the tuition, course materials as well as accommodation for the kick-off weekend and food on workshop days. It does not include travel expenses to the retreat location. VAT shall apply at rates according to national laws and regulations. Please note that training costs are usually tax deductible in many countries.

CAN I APPLY THE KNOWLEDGE ON THE JOB?

We don't teach theory, but knowledge that you can apply immediately. From day one, you learn through innovative simulations, apply proven methods, and transfer them to concrete challenges in your life. We are convinced that learning only becomes valuable through experience. Only when things are thought through, tried out and applied, does lasting knowledge emerge. During the program you will work on your personal development plan, create your own strategy, and experiment, create, and test your ideas in your job environment. This is what we call JOB READY LEARNING.

IS THE PROGRAM CERTIFIED AND CREDENTIALLED?

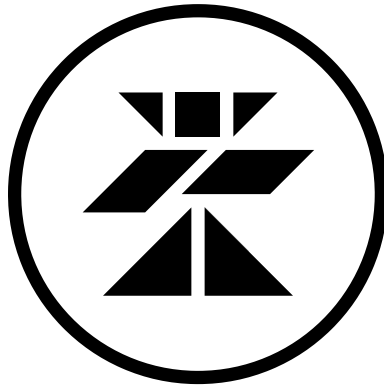
All participants who work through the course and submit their completed final project are eligible for a **SHIFTSCHOOL** certificate which details the methods and frameworks learned and applied. However, a formal certificate is just a piece of paper that, in our opinion, does not really say what someone can do or has learned. Just as grades ultimately say little about whether content and methods have really been understood and can be applied in practice. Therefore, we additionally help each member to outline their core strengths, position themselves in their professional arena, and to develop their own personal brand over time.

WHY DO YOU WORK WITH SMALL COHORTS AND LIVE SESSIONS?

We believe in quality, in-depth learning. Science and our experiences from teaching thousands of workshops tell us that people learn best in a safe, social, and interactive learning environment. Massive open online courses might provide great specific content but are not suited to build 21st century leadership skills. Change begins at the end of your comfort zone and our cohort-based approach provides both the safety of a smaller group and the accountability of live sessions to make real transformation happen. This setting helps our members to focus on what's important and getting learning done in a clearly structured framework.

DO YOU HAVE A SHIFTSCHOOL PHILOSOPHY?

Our maxim is a school where the content is a means to an end - teaching people to learn how to learn. The best way for an advanced learner to build up new knowledge is then not to have it served up by a teacher, but rather to discover it organically. Our role is serving as facilitators of discovery. In a fast-changing world, teaching facts is neither sustainable nor effective. Our main instructional duty is therefore to inspire you to develop a new attitude towards change, push you to experience transformation, and encourage you to apply new strategies to shape the world around us.



SHIFTSCH^UL

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