



**David J Anderson**  
**SCHOOL OF MANAGEMENT**

Lead with **strength**.  
**Decide** with confidence.



## **Leadership & Management Courses**

Get the right knowledge to lead in a new, constantly  
changing world

## New world - new skills

The world has changed. The new reality requires a new type of leadership. Now is the time to build resilience, agility, and lead the adaptation or reinvention of your business. Take advantage of an opportunity to transform your thinking, take risks, and emerge stronger. As a leader, this is an opportunity to make a difference and shape the future.

## See the world differently

This decade, learning and development has shifted from being “nice to have” to being a “must-have”, especially for C-suite executives. These times call for resilient leadership. The mindset that can support employees to efficiently work and thrive in a hybrid work environment that is full of constant changes and challenges.

Learn how to lead through and out of a crisis, manage risks, and rebuild your organization while keeping your team motivated, strong, psychologically safe, and successful.

Join our leadership and management courses to get all the necessary skills to see the world differently and to lead with confidence.





## Table of Contents

---

Who We Are	04
What We Do	05
Our Offer	06
Your Career Transition to Manager	07
Your Career Transition to Executive	08
Leading Out of a Crisis	09
Turnaround Leader	10
Choose the best place to improve your knowledge	12
Our Training Facility in Bilbao	13
Our Training Facility in Zillertal	14
Contact Us	15

---

## Who We Are

The David J Anderson School of Management was founded by David J Anderson, a renowned thought leader who led the development of the Kanban Method, the Fit-for-Purpose Framework, and Enterprise Services Planning. The school's mission is to evolve the practice of management in the 21st-century intangible goods, professional services, and knowledge-worker industries. Our passion lies in helping people produce better business results for their customers, their employees, and their companies. By offering management training and leadership development online and through our training centres, our goal is to give leaders new skills and to take their capabilities beyond the standard business school curriculum. With this knowledge, leaders can cope in a complex, virtual world of intangible work product and often invisible working practices.



### Proven results. Underpinned by sound theory.

The David J Anderson School of Management has more than 12 years of training experience working with companies of all sizes around the world. We help organizations evolve and managers to lead change. Using our own organizational maturity model for resilience, trust, and managed reinvention as well as our leadership maturity model and explicit guidance on how to hack corporate culture, we help organizations develop leaders and management systems that together to produce superior results in the modern, complex workplace.

*"Pragmatic, actionable, evidence-based guidance"*



Our brand essence since 2008, permeates everything we do. We learn by observing the world around us. We teach by example.

*Our solutions enable managers to become successful leaders, leaders to become executives, and executives to make confident decisions and achieve greater results. For those who aspire to be strong leaders, we give the confidence, understanding, and the roadmap for success.*

### About David J Anderson



David J Anderson is a thought leader in modern management techniques for 21st-century professional services business. He specializes in services where the work is invisible, and the nature of goods is intangible.

David has more than 30 years of experience working in the high-technology industry. He pioneered the Kanban Method with Microsoft in 2004 and has been evolving the approach and exploring change leadership ever since. He established himself as an outstanding leader specialized in organizational maturity and agile transformations with minimal resistance to change. He founded the David J Anderson School of Management in 2008 to train managers from any part of the globe to give them a new way to view and interpret the world around them and to be able to make clear, competent decisions.

# What We Do

Our international team of professionals is led by David J Anderson. We are both a training company and a business. As a training organization, we provide people with the useful knowledge to boost their work results. As a business, we know all the challenges a modern company faces. For this reason, we constantly update our materials to provide you with the latest techniques and approaches that give you the most benefit.

## *Pragmatic, actionable, evidence-based guidance to improve your business*

### Pragmatic

Our courses provide you with realistic, practical solutions to improve business.

### Actionable

Participants leave our training with a clear action plan of next steps they can take.

### Evidence-based

All of our guidance is based on years of studies and experience and is constantly tested to make sure it works in real world situations.

1

### Kanban advanced expertise

The David J Anderson School of Management is widely recognized in the world of agile methods for being the source of advanced Kanban Method studies. People from all over the world take our training to improve their knowledge or to become a coach, trainer, or consultant. All our Kanban training courses are certified by Kanban University and acknowledged on a worldwide scale. As well as using our own trainers to deliver training, we also collaborate with our extended network of 400 coaches and trainers to deliver our training in multiple languages around the world.

2

### Leadership and Development courses

Given our deep experience in agility transformations and change initiatives, the David J Anderson School of Management has acquired a profound base of knowledge of management and leadership techniques that bring real, tangible results that have been proven to bring results. Leading an agile transformation means changing the culture. Changing the culture requires efficient management and strong, savvy leadership.



3

### Individual approach

We understand that each company is unique and even though similar issues seem to present themselves across the globe, every situation is different and has its own specifics. We value the time of our clients and understand how important it is for a company to solve their problems in just one shot. That is why we offer a tailored approach for all of our corporate training. Let us know what problems you are facing and we will find the best way to address them exclusively for you.

4

### Coaching

One thing is to get the knowledge, the other is to apply it. There is no road to success that does not have bumps. Get the coaching support you need to reach your desired outcomes. Take your knowledge further with this personal support that is fully customizable for your needs. Be paired with a leadership specialist or David Anderson himself to find the best way to become a better leader and reach your goals.

## Our Offer

Our management and leadership training is designed to focus on the pivotal points in your career development; that first managerial position, being promoted to an executive position with budget control and strategic input, leading the turnaround, or leading the resilient recovery of a business during a crisis.

Prepare for your professional change. Get the important knowledge to be fully equipped and ready to move forward with confidence. Make the right decisions in your new role. Our training will equip you with the right tools and guidance needed for a new era of 21st Century business management.

## Lead with Confidence

	Seniority	Duration	Certification
 <b>Your Career Transition to Manager</b> Learn how to live vicariously through the team you lead	Managers	4 x 6 hr sessions or 8 x 3hr sessions	Management Proficiency
 <b>Your Career Transition to Executive</b> Learn how to lead with competence, confidence, and success	Executive Managers	4 x 6 hr sessions or 8 x 3hr sessions	Strategic Management
 <b>Leading out of Crisis</b> Leadership for resilience, recovery, and reinvention	Executives leading business units and entire organizations	5 x 4 h sessions	Crisis Management
 <b>Turnaround Leader</b> Leadership skills for reinvention & business transformation: new identity, new purpose, new culture	Executives given responsibility for a business turnaround, transition or transformation	4 x 6 hr sessions or 8 x 3hr sessions	Strategic Transformation Leadership

### Format



Online/Offline (please see more information on the page 12)

### Dates



Leadership and management courses are available on demand as private courses.

### Pricing



Our fair pricing policy is based on country of residence is available for these courses. Please contact us at [info@djaa.com](mailto:info@djaa.com) for more information about our pricing policy.

### Certification



Certificates be issued digitally upon course completion. Certification is granted to all who complete the course in full, participate in group exercises, and show your ability to successfully use the newly acquired knowledge.



## Your Career Transition to Manager

Your biggest career transition: Learn how to live vicariously through the team you lead!

### ✓ Who should take this course?

- Recently promoted former individual contributors, who must now organize and lead a group of people to deliver on business objectives. Those accountable for outcomes and delivering results.
- First- and second-line managers in small, medium, and large enterprises responsible for up to 30 direct reports and units of up to 150 people.

### ✓ Why?

Because the switch from being a competent individual contributor skilled and accomplished in a profession to a manager who must learn to live vicariously through the efforts of others is one of the hardest transitions in your career.

### ✓ Learning objectives:

Managers will learn to give direction, empower people, create unity and alignment, instrument, and track

and report on their business activities, define policies, understand risks, and make decisions.

### ✓ Learning outcomes:

Students will learn the role of a manager:

- to understand the nature of the business that they are in
- to manage work and its workflow
- to understand customers' needs, and business risks
- to instrument processes and create meaningful feedback mechanisms for measurement & control
- to use decision frameworks to make confident decisions that can be defended and explained
- together with general management skills such as:
  - ◊ how to give direction
  - ◊ how to define policies that empower individuals
  - ◊ how to receive actionable feedback

*Our training is intended to develop you into a better, stronger, more confident, and more resilient version of yourself. They allow you to lead and manage effectively within your existing environment. We give you the skills and the confidence to take that next career step and be successful with it.*



# Your Career Transition to Executive

Learn how to lead with competence, confidence, and success!



## Who should take this course?

- Former managers or MBA graduates promoted into executive positions with responsibility for a business unit and accountability for financial results and business objectives. Those who must now lead people and inspire others to achieve results beyond that which many believe to be possible.
- Junior and mid-ranking executives in medium and large enterprises. Accountable for business results and responsible for the whole organization.



## Why?

While promotion to manager may be the biggest change in your professional career, taking on a leadership role demands new skills, better communication, greater empathy, and higher standards. Successful outcomes are a result of strong employee engagement. Levels of engagement are directly related to the quality of leadership.



## Learning objectives:

Leaders must learn to lead by signaling, by inspiration, by example, and by direction. Occasionally, an “all-in bet” or “vote of confidence” may be necessary. Learn:

- 7 levels of Leadership Maturity and 9 character traits essential for successful leaders to use the appropriate technique in the right context. Understand the risks, and rewards of each approach.
- to understand organizational culture and pragmatic, actionable techniques to hack corporate culture

to create a resilient and agile business capable of innovation and reinvention.



## Learning outcomes:

Executives are responsible for outcomes; they must inspire others to work with alignment and unity towards a shared and worthy goal. Executives must set the purpose, provide the vision, and lead the mission of the business.

- Leveraging David J Anderson’s Fit for Purpose Framework, students will learn:
  - ◊ how to set strategy
  - ◊ how to define identity and purpose
  - ◊ how to segment markets
  - ◊ how to form deep customer empathy
- Using techniques from sociology, social psychology, neuroscience, and evolutionary biology, students will learn
  - ◊ how to understand groups of people
  - ◊ how to anticipate behavior
  - ◊ how to interpret culture
  - ◊ how to positively influence people for the greater good
- Using a collection of movies, articles, and speeches that illustrate classroom theory, students will understand the key character traits of great leaders and develop their own leadership development plan.

*This course delivers meaningful approaches to leading complex networks of knowledge workers in industries where people are paid to think for a living and productivity is driven by the nature of employee engagement.*

# Leading Out of a Crisis

Leadership for resilience, recovery, and reinvention



## Who should take this course?

- Executives leading business units and entire organizations through social and economic crisis
- Senior leaders in large and small businesses looking to reinvent their organizations as they emerge from crisis. Those who want to learn the leadership skills vital for navigating the business world of this decade



## Why?

There is a thin line between extreme motivation and anxiety and panic. Leading with confidence and managing with competence requires a deep well of personal resilience. It requires an ability to hold your nerve when others are losing theirs. It requires the knowledge to inspire confidence, take risks, and make bold moves when others are retreating, retrenching, recoiling, and battering down the hatches until the storm has passed. Leading out of a crisis has infinite possibilities and provides a great opportunity.



## Learning objectives:

Leading out of a crisis requires skill to make individuals feel secure and valued while communicating the valid existential threats to your business. To align people, you need vision and purpose. To innovate and reinvent, you need a socially liberal culture. To move quickly, you need trust and social cohesion. You must lead by direction without becoming a dictator. To change the culture, you must signal what you value and what you despise. To create alignment, you must lead by example. All these leadership skills can be taught, learned, and developed with practice. Leaders must be identity managers who communicate purpose and are prepared to redefine an organization from top to bottom – from who it is, why it exists, what it does, and how it works.



## Learning outcomes:

- Explore the Leadership Maturity Model and discover how it relates to organizational resilience and corporate culture.
- Develop greater empathy by
  - ◊ Understanding the 3 dimensions of culture: social capital, social cohesion, and social innovation. Discover the desirable cultural conditions for change.
  - ◊ Learning the basics of social psychology: stability, inertia, incremental change, dramatic social change, and the difference between normative and structural social change.
  - ◊ Learning the 4 aspects of the human psyche: logic, desire, spirit, and purpose.
  - ◊ Develop skills for understanding the identity of a person or a group of people: what defines them, their narrative, their values, their sense of purpose, what drives and motivates them, and what enables affinity and social cohesion.
- Culture Hacking – a full set of pragmatic, actionable tools for improving trust, improving social cohesion, and encouraging a culture of innovation and risk-taking.
- Learn the relationship between Maslow's hierarchy of needs and Immanuel's model for effective tribal leadership. Specifically learn how to create the cultural conditions to move people to change without panicking them into departure.



## How is this class different?

To lead out of a crisis, leaders must exhibit authenticity, confidence, charisma, altruism, empathy, pragmatism, integrity, humility, and duty. David J Anderson leads the global Kanban movement reinventing management in modern 21st-century professional services industries. He also leads the Mauvius Group companies through the financial crisis of 2008 and the pandemic of 2020. David understands how to lead and exhibit resilience while and how to bounce back from competitive and economic setbacks while working within tight constraints. This class goes beyond ordinary business school textbooks and introduces new models for categorizing, classifying, and understanding leadership and leading groups of people.



In the midst of every **crisis**  
lies great **opportunity**

-Albert Einstein



# Turnaround Leader

Leadership skills for change and reinvention



## Who should take this course?

- Executives given responsibility for a business turnaround, transition, transformation, or similar punctuation points such as a merger, acquisition, or divestiture.
- Junior and mid-ranking executives in medium and large enterprises. Accountable for business results and responsible for organizations of up to 150 people or more, or budgets that may exceed 10 million euros or dollars.



## Why?

As Lou Gerstner, the turnaround leader at IBM, says "I came to realize that ... culture is the job".

As Peter Senge, the author of *The Fifth Discipline*, says "People do not resist change, they resist being changed". And as Peter Drucker says, "Culture eats strategy for breakfast".

Leading a turnaround requires deep empathy, an understanding of identity, purpose, and culture. It goes beyond strategy, vision, and organizational design. To lead a transition, a leader needs a deep understanding of people and how they respond to change as well as an understand of under which circumstances and why they will resist.



## Learning objectives:

Change leadership requires skills in culture hacking, and identity management as well as defining and communicating purpose. Change leaders have a strong tribal intuition – an ability to form empathy, move people emotionally, and inspire with a powerful vision and a worthy cause. Leveraging theories from sociology, social-

psychology, social-entropy, and tribal leadership together with an understanding of the human condition, the architecture and function of the brain, and an explanation of how people experience change, this class will give leaders a new way to see. They will experience fresh insights and understanding to move people to action and embrace the changes necessary for the long-term survival of the business.



## Learning outcomes:

- Develop greater empathy by:
  - ◊ Understanding the 3 dimensions of culture: social capital, social cohesion, and social innovation; and the desirable cultural conditions for change.
  - ◊ Learning the basics of social psychology: stability; inertia; incremental change; dramatic social change, and the difference between normative and structural social change.
  - ◊ Learning the 4 aspects of the human psyche: logic, desire, spirit, and purpose.
  - ◊ Develop an understanding of the identity of a person or a group of people: what defines them, their narrative, their values; their sense of purpose, what drives and motivates people, what enables affinity and social cohesion.
  - ◊ Culture Hacking – a full set of pragmatic, actionable tools for improving trust, improving social cohesion, and encouraging a culture of innovation and risk-taking.
- Understand the basics of evolutionary change theory and how it manifests in social change.

- Learn to use the Evolutionary Change Model and to wire your organization with evolutionary DNA. Disrupt, reflect, show leadership, and act.
- Learn the relationship between Maslow's hierarchy of needs and Immelman's model for effective tribal leadership. Specifically, learn how to create the cultural conditions to move people to change without panicking them into departure.
- Learn from the philosophy of Bruce Lee "to be like water" and how to "flow around the rock" of emotional, social resistance to change.
- Learn to use the Escalating Ladder of Motivation for Change and the appropriate level of intervention to get critical individuals on board.
- Learn to recognize passive-aggressive resistance and what to do about it.
- Learn to deal with the social inertia that comes from addiction to bad habits and clinging to outdated behaviors for emotional reasons.



### How is this class different?

David J Anderson has led the Kanban Movement for the past 15 years shaking up the management of modern 21st-century professional services business. He has been teaching change leadership since 2009 and provided almost 1000 change agents, coaches, consultants, and corporate managers with new tools and new ways to see the organization around them.

This class features a synthesis of techniques in sociology, social psychology, neuroscience, philosophy, tribal leadership, and evolutionary theory. Anderson's work in social entropy, evolutionary change, and leadership provide a unique blend of tools that represent the leading edge in change management theory.

Students leave the class changed; they see the world and the people in it differently. They think differently, they feel different, and they have a new deeper level of empathy. For those tasked with the most difficult and challenging turnarounds and transitions, this class goes beyond typical business school curricula on strategy and organizational design. People resist being changed. Identity defines culture. Culture is the game! We will teach you the rules!



Culture is the **game!**  
We will teach you the **rules!**

-David Anderson

# Choose the Best Place to Improve Your Knowledge

## Online

Classes will be held in a format of a live broadcasting and are taught as a mix of theoretical knowledge presented by a tutor and interactive exercises for collaboration in groups or individually.

Online courses with the **David J Anderson School of Management** are the same quality courses you would expect in person, but in a new format that allows you to combine your working schedule with professional growth from wherever you connect.



### Our online learning experience include

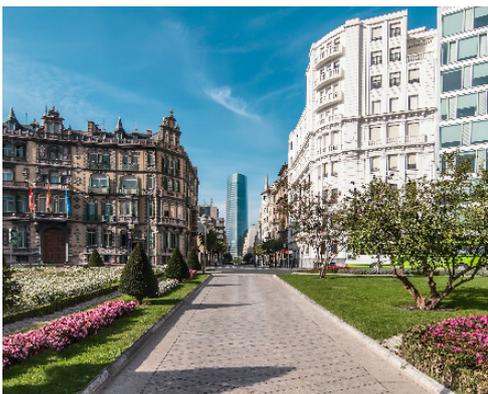
- Live sessions with trainers that include theoretical knowledge combined with practical online exercises, group discussions, and Q&A with experts.
- Access to online whiteboards for collaborative group activities to cooperate with peers and apply what you have learnt.
- Access to your personal learning page where you can keep a track of your learning process. View all classes materials, additional links and videos, online classes recordings and saved whiteboards exercise solutions. You can also use this page up to 3 months after the class to review, re-read, and revise all the information.

## Offline

Our company has extensive experience in conducting in-person trainings and organizing conferences. We are happy to offer you our services in convenient places with a pleasant atmosphere. Apart from our training facilities, we also provide training on-site upon request. All of our offers can be tailored to best satisfy your needs.

### Our Training Facilities:

#### Bilbao



#### Zillertal



## Our Training Facility in Bilbao:

If you are looking for a non-overcrowded city with hospitable people, a warm climate and delicious food - you have to visit Bilbao. This is a great place to combine an intensive training course with an opportunity to experience the Basque Country culture in your free time or at the end of your course. Our own high-quality physical training center is located in the heart of the city and is equipped with everything you need to get the most out of your studies.

### How to get there

Bilbao has its own international airport, where you can get by direct flight from London (2 hours), Paris (1½ hours), Lisbon (2¼ hours), Frankfurt (2 hours) and Amsterdam (2 hours), as well as Barcelona (1¼ hours), Madrid (1 hour) and other Spanish cities. You can also get there by train from other parts of Spain, like Madrid (from 5 hours) and Barcelona (around 7 hours) or by car for those living in Western and Central Europe.



### Combine your learning experience with exploring the beauty of the Basque Country



At your leisure, you can learn more about the culture and gastronomy of the city. The cozy local bars are a pleasure to visit for a coffee, a glass of beer or wine with their traditional pintxo snacks. Local restaurants are happy to offer a wide variety of delicious Mediterranean dishes for lunch or dinner. You can also visit the world-famous Guggenheim Museum, see Europe's largest indoor market and enjoy the authentic atmosphere of the old city. If possible, we recommend that you also visit the outskirts of the city - see the hanging bridge, walk along the Bay of Biscay and even drive to San Juan de Gaztelugatxe, one of the most famous filming locations of Game of Thrones.



**Office and Venue Address:** Alameda de Urquijo 2, Planta 6, 48008, Bilbao, Spain



## Our Training Facility in Zillertal:

We believe that pandemic days exhausted us enough and it is a time to reset our mindset in a place that relaxes, inspires, allows us to have a look from aside and to think out of the box. Because you need to be inspired to inspire others. Because you need to recharge your batteries to be able to drive change.

Our Leadership Development Center, based in Ramsau im Zillertal collaborates with the Europahaus Congress Center in Mayrhofen, Austria. Europahaus is one of the leading congress centres in Austria.

Mayrhofen is a town in the Zillertal in the west Austrian province of Tyrol. Its location and breath-taking landscapes make it a perfect place to combine productive professional events with memorable relaxing leisure time in the middle of the Alps.

### How to get there



The closest airports for Mayrhofen are Innsbruck and Salzburg in Austria and Munich international airport in Germany. We recommend Munich with door-to-door transfers via shuttle bus taking around two hours. Alternatively, the mainline trains of DB, OeBB, SBB stop at nearby Jenbach, and a taxi or the small local train will bring you to the venue from there.

For those living in central Europe driving may also be an option.

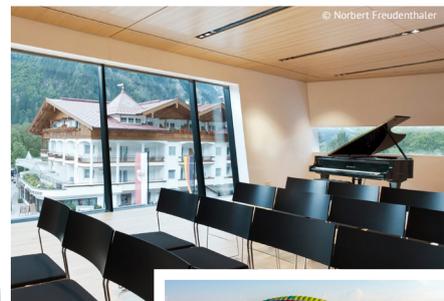
### Combine your learning experience with retreat and networking

Learning sessions will be planned to allow you to have enough leisure time to process the learned material and enjoy the picturesque summer Alps. A variety of summer mountain activities, such as hiking, biking, climbing, paragliding, and others will be available for your choice. Their complete list and conditions, considering the current restrictions, will be provided to you along with a schedule of classes closer to the date of your trip.



**Office Address:** Talstraße 33/3, 6284 Ramsau im Zillertal, Tirol, Austria

**Venue Address:** Durster Straße 225, 6290 Mayrhofen, Tirol, Austria



## Travelling to Offline classes

We care about the comfort and convenience of your stay. Coffee breaks and lunches will be organized maintaining all the safety measures and requirements, however providing you enough opportunity to communicate with your peers and build strong network relations.

Detailed information about travel requirements and border controls will be provided to you closer to your trip. Our team will assist you in your preparation, during your stay and will provide you with all necessary information and support for your successful departure back home.

## Safety Measures

We care about your health and safety. That is why we worked out a list of important measures to ensure you can enjoy your trip to the fullest while keeping you safe during all your period of stay.

Our safety measures will include:

- Sufficient distancing between students during the working sessions with a requirement to wear face masks.
- Safe outdoor areas with enough distancing during coffee breaks, separated portioned lunch or dinner boxes.
- Clean and disinfected facilities.
- Our support and coordination of our team: FFP2 masks and disinfectors supplies if needed, transfer from/to the airport, ensuring and organizing PCR test before leaving the country.

## One Size Fits None – Our Tailored Approach

“People believe that learning is more engaging when they learn together (86%), that employees who learn together are more successful (91%), and that it helps create a sense of belonging (92%). Moreover, employees who feel a sense of belonging are 5.2 times more likely to be engaged” \*. Community-based learning connects colleagues, peers, and experts to drive higher engagement and inspire skill-building.

If you are interested in learning together with your colleagues (groups from 5 people) – contact us to get an attractive offer. If you want to have all training just for your company to solve your specific needs – contact us and we will tailor our training just for you.



Contact Us:

+34 944 200 628  
info@djaa.com  
www.djaa.com



\* According to the latest LinkedIn Workplace Learning Report that surveyed 1,260 L&D Professionals and 814 Learners in US, UK, India, Canada, Australia, Germany, Singapore, Ireland, Netherlands, New Zealand, France, Sweden, Belgium, Finland, Hong Kong, Denmark, Norway, Luxembourg, Iceland, Cambodia, Indonesia, Philippines, Malaysia, Myanmar, Thailand, Austria, and Switzerland in November 2020.

## Get in Touch



Alameda de Urquijo 2, Planta 6, 48008  
Bilbao, Spain



[info@djaa.com](mailto:info@djaa.com)  
[www.djaa.com](http://www.djaa.com)



+34 944 200 628