

LICENSE TO LEAD 2027

COURSE DESCRIPTION

Table of Contents

Motivation for the programme License to Lead.....	2
Who the course is designed for	2
Benefits for learners	2
Admission requirements	3
Benefits for employers	3
Benefits for professional bodies	4
Course Teacher	4
Structure	4
Methodology	5
Technology	5
Accreditation	6
Certificate.....	6
Learner feedback	6
Reviews and updates.....	7
Marketing and promotion	7
Enrolment.....	7
The provider	7
Our Partners	7
Appendix 1: License to Lead programme objectives, approach and outcomes	8
Curriculum: License to Lead Part 1 – Authentic Leadership.....	9
Curriculum: License to Lead Part 2 – Visionary Leadership	10
Curriculum: License to Lead Part 3 – Achievement Leadership.....	11
Curriculum: License to Lead Part 4 – Accountable Leadership	12
Curriculum: License to Lead Part 5 – Collaborative Leadership	13

Motivation for the programme License to Lead

License to Lead empowers learners and their employers to overcome a critical global challenge which is highlighted by the research firm Gallup's State of the Global Workplace 2025 Report <https://www.gallup.com/workplace/349484/state-of-the-global-workplace.aspx>

Some of the insights from this report are: "In 2024, the global percentage of engaged employees fell to 21%. The productivity of the world's workplace is at risk. When employees are engaged, they are more productive at work. They are absent less and produce more. They build better customer relationships and close more sales. Seventy percent of team engagement is attributable to the manager. In an era where executives and employees seem farther apart than they have been in years, team leaders are handed an almost impossible task of making it all work in the real world"

Gallup's top priority solution for this problem is "Ensure all managers (leaders) receive training" but "Manager development has declined globally in recent years, and most managers say they have not received any training for their jobs"

Anecdotal insights from client companies from various industries is that good performing employees get promoted from technical\professional roles into leadership positions. Many find it difficult to make the shift from "managing self" to "managing others", because they do not fully understand what is required from a leader and how to play that role.

License to Lead is a solution for this identified business need.

Who the course is designed for

The License to Lead programme is designed for a diverse audience with a very specific focus

- **Diverse needs:** It caters for various learners such as individuals who have recently stepped up from a technical/professional role to accept leadership responsibilities, experienced leaders who want to engage in life-long professional development, aspirant leaders who want to understand what leadership is all about and set themselves up for a promotion and anyone who is not in a formal leadership role but wants to play a part by influencing the team.
- **Operational focus:** The programme is characterized by its operational-level focus. The content is specifically tailored to the challenges and responsibilities faced by operational leaders, providing relevant scenarios and solutions that resonate with their daily work.
- **Global reach:** The programme is for all leaders worldwide and in all industries, because leadership is transferable across many boundaries. The modules are developed with a global perspective, incorporating diverse leadership insights and making them relevant to an international audience.

Benefits for learners

Learn what is relevant: All modules are aimed at competences that have been identified by scientific research as essential for today's leadership challenges. With ongoing changes in the world of work and a new generation workforce, your existing leadership approach may not be sufficient or applicable anymore.

Immediate on-the-job application: Apply what you learn in simulations and then in the real workplace with concrete practical activities and get coaching feedback for further development.

Door opener to promotions: With practical activities learners practice and demonstrate their readiness for more responsible roles. In the same way sports coaches select captains for their proven leadership, employers promote individuals who have already demonstrated management potential. License to Lead offers a premier platform to exhibit your capacity to lead, elevate your internal reputation, and strategically position yourself for career advancement.

Smooth transition into leadership roles: Comfortably step up from doing work to being accountable for the people doing work. Gain confidence and skills to manage people effectively and learn how to cope with additional responsibilities.

Boost your CV: International certificates of achievement testify your commitment to learn and acquired knowledge and skills in leadership. Submit training credits to your professional bodies for CPD purposes.

Stay on the forefront of learning and self-development: No need to spend hours searching and reading publications. Focus on your job and receive regular reminders and complete refresher activities to learn from most recent research and stay updated with modern leadership practices, ensuring your continuous professional development never falls behind, and you stay ahead of the pack.

Enhanced wellbeing: Much of the programme impacts learners' personal lives to experience more wellness and better interpersonal relationships in all spheres of life.

Admission requirements

Anybody who has a reasonable command of English can do the course. All you need is a mobile device or PC with a stable internet connection.

Benefits for employers

Development solutions are for employers that may not have extensive in-house training departments and larger organizations that require supplementary ongoing learning activities for leaders in operational work units, continuously reminding them of their primary leadership responsibilities and keeping them sharp through refresher modules.

Enhance employee engagement: Effective leadership at operational level positively impacts on the engagement of their teams.

Reduce turnover and retain good performers: People get attracted to supervisors and team leaders who practice effective leadership.

Smooth operations: Effective leadership in work units enhances productivity, cooperation, accountability and innovation and reduces destructive conflict and other destructive behaviours.

Turn influential people into brand ambassadors: Recognize and empower existing and promising new leaders through License to Lead. Show your interest in them and capitalize on the coaching activities in every module which guides managers and mentors in a coaching capacity

to influence the participants' behaviours and attitudes towards the company and its management.

Develop healthy culture: When enough individuals are enrolled, and their managers are engaged as coaches in practical activities, a healthy leadership culture and value system will develop among participants as they work through all the modules year after year.

Track learning and development: Employers can track learning progress of individual learners to gauge their commitment to self-development and motivation and readiness for leadership roles.

Benefits for professional bodies

Modules that have been accredited by a recognized external authority meet strict international standards of quality assurance in education and comply with the typical requirements for CPD purposes.

Course Teacher

Pro Talent's Principal Coach is the developer and custodian of the License to Lead programme. He is a qualified educator, facilitator and assessor. He holds a master's degree in industrial psychology, and he is registered as an Industrial and Organizational Psychologist. He has 18 years' experience in executive management roles and in private practice since 2005. Focusing on leadership development he has facilitated the group attendance version of License to Lead programs to more than 700 learners from a variety of industries in different countries.

Structure

License to Lead is designed for busy people who can effectively use every short opportunity to learn anywhere and anytime. Content is delivered in bite-size modules and although it takes only about 30 minutes to complete the online activities, learners can stop anytime and proceed again when they have time.

Each module focuses on one dimension and consists of the following activities.

- A scenario-based simulation exercise to apply this dimension in a safe environment and receive coaching feedback on the choices that you make.
- Study a summary of insights from recent research on this dimension to enrich your knowledge and understanding of this dimension.
- Follow guidelines for a practical activity to practice the application of this dimension in the real workplace and receive coaching feedback from a trusted mentor for further improvement in your real-life behaviour.
- Complete a reflection form to evaluate the impact and give feedback to the provider
- Answer five questions, and receive coaching feedback, in a knowledge test to confirm your knowledge and understanding of this dimension and earn credits to qualify for a certificate on successful completion of all the modules.

Just like the human body needs a regular portion of all the essential nutrients to stay healthy, every leader needs a regular reminder and refresher exercise in all the essential leadership dimensions to remain mindful and focused on their leadership behaviours.

All 30 modules will be published in the calendar year and again in each year with fresh content based on insights from new research. This is to encourage life-long learning by “renewing” your License to Lead each year.

Methodology

License to Lead offers a blended learning experience leveraging the strengths of mixed modes of learning in line with modern adult learning preferences. This leads to higher engagement, better knowledge retention, and it makes learning a pleasant experience.

Leadership is not knowledge or a skill or technique you can master with academic solutions. Business schools and courses are helpful but not enough. Leadership is values and beliefs applied in behaviour, influenced by personality traits. Therefore, growing as a leader is to review one's attitudes, values and beliefs and reflect on one's behaviour against a framework of workplace requirements. Like spiritual growth, leadership development requires a never-ending personal journey deepened through regular introspection and refresher exercises. License to Lead offers such refreshers based on new insights from recent research.

In each module you will in sequence work through the following activities.

- A scenario-based simulation exercise to apply this dimension in a safe environment and receive coaching feedback on the choices that you make.
- Study a summary of insights from recent research on this dimension to enrich your knowledge and understanding of this dimension.
- Follow guidelines for a practical activity to practice the application of this dimension in the real workplace and receive coaching feedback from a trusted mentor for further improvement in your real-life behaviour.
- Complete a reflection form for your own self-development and feedback for the provider.
- Answer five questions, and receive coaching feedback, in a knowledge test to confirm your knowledge and understanding of this dimension and earn credits to qualify for a certificate on successful completion of all the modules.

Technology

License to lead is delivered on a dedicated Moodle LMS Platform, leveraging a widely recognized and robust Learning Management System (LMS) which ensures a familiar, user-friendly, and reliable learning experience, accessible from anywhere in the world.

Moodle Home page: <https://moodle.org/>

Moodle Security and privacy <https://moodle.com/security-privacy/>

Pro Talent's Moodle site: www.learn-protalent.co.za

Pro Talent's Moodle hosting and technical service provider: <https://ilite.africa/>

Accreditation

License to Lead is accredited by the International Association for Quality Assurance in Pre-Tertiary & Higher Education (QAHE), a globally recognized accreditation agency that promotes the highest standards of academic excellence. With this accreditation we want to signify our institution's commitment to excellence in what we do.



See accreditation certificate here: <https://storage.googleapis.com/mailerlite-uploads-prod/1683228/w5cFhvCKrdn3SO0ki9vra92uyJm6vUTohMZQnxh1.pdf>

The accreditation report from QAHE highlights the following strengths in what Licence to Lead has to offer: <https://www.qahe.org/qahe-announces-programmatic-accreditation-for-the-license-to-lead-program/>

Certificate

On completion of 6 modules in any Part (1-5) learners qualify for a certificate of achievement, recognizing six notional hours of training worth 6 CPD points. Certificates are valid for one year to encourage renewal and continuous learning.

See example of certificate here: <https://storage.googleapis.com/mailerlite-uploads-prod/1683228/M6dftcpqGEaXcOI1bzsHA4czFOM4VAJmV7MckqyF.pdf>

Learner feedback

On completion of each module, learners must answer a confidential reflection question and a feedback question for the provider to review and introduce improvements in the programme.

- Some feedback from learners: *"The content was very insightful, and I will be sharing the material with my Team Leaders as we have some behaviour challenges with some of the team and this 'hits the nail in the head' – in terms of how to understand and deal with the behaviours"* Operations Manager
- Some feedback from employers: *"This is a great course. It works, because I can see the change in participants in the work situation"* General Manager; Human Resource

Reviews and updates

The entire programme is reviewed and updated with new content every year and re-published as a new programme. This is to accommodate feedback from learners and other stakeholders like employers and professional bodies and most importantly to keep up with new developments and insights in the various dimensions as explained in the course objectives.

Marketing and promotion

Marketing material appears at www.protalent.co.za from where one can also follow specific social media (Media and LinkedIn) campaigns under the heading FRESH INSIGHTS.

Detailed product information appears in the course information READ MORE page on www.learn-protalent.co.za.

Enrolment

Individual learners go to the SUBSCRIBE TO ALL COURSES subscription at www.learn-protalent.co.za and click on the [BUY](#) button to complete the online payment process and start.

The provider

Presented by PRO TALENT ACADEMY FOR LEADERSHIP DEVELOPMENT

www.learn-protalent.co.za More about us at www.protalent.co.za

Our Partners



PROFESSIONAL BOARD FOR PSYCHOLOGY



ISO 17011:2017 CERTIFIED
QA AGENCY IN EDUCATION
ACCREDITED



Appendix 1: License to Lead programme objectives, approach and outcomes

OBJECTIVES	APPROACH	OUTCOMES
Develop an understanding of what is required from a leader	Summarized insights from recent research put in perspective for operational leaders	Learners understand the basic principles of what the leadership role is all about
Develop knowledge and understanding of leadership dimensions	Content covers 30 leadership dimensions grouped in 5 categories as Part 1 to 5	Learners understand each dimension and why it is important in leadership behaviour
Develop skills to apply dimensions in workplace	Simulation and real-life skills application in workplace with coaching feedback	Experiential skills development builds competence and learner confidence
Facilitate attitude shifts and changes in behaviour	Coaching feedback in activities and learner completes reflection form after every module	Learners evaluate their actual behaviour against the requirements of the role
Reinforcement through repetition in mixed learning interventions	Principles are covered in all the activities of a module and will be renewed each year	Continuous development makes leadership dimensions part of the learner's being
Engage learners in the learning process	All activities require active doing, no passive activities like watching videos	Learners must actively work through each activity to proceed to the next
Engage managers of learners	Guidelines for practical activities in the workplace include the role of manager/coach	The manager/coach plays an active part in learning, ensuring relevance in the workplace
Learn by doing (70% of adult learning)	Learners do simulations and practical on-the-job coaching activities in all modules	Learners experience practical application in safe simulated environment, then in real life
Learn from others (20% of adult learning)	Learners receive coaching feedback in simulations and coaching activities	Learners hear from others how to improve on their application of concepts and techniques
Keep content relevant and fresh	Develop new content each year with reference to recently published research	Learners develop dimensions that are required for success in today's environment
Accessibility	No restrictions on Moodle platform accessible through mobile or pc with internet	Self-paced learning anywhere and any time
Fair assessments	Password protected access to Moodle quiz on completion of each module	Confidential assessments with feedback can be repeated many times till passing grade
Career advancement	In coaching activities learners engage influential decision makers	Learners build their personal brand as willing and able leaders
Recognition and proof of learning	Certificate of achievement with external accreditation where applicable	Learners can download branded certificates for publication and CV's

Curriculum: License to Lead Part 1 – Authentic Leadership

Inspired by the insights offered by The Institute of Leadership and several publications about modern approaches to leadership and insights from industry like client companies and professional bodies, the course License to Lead Part 1 Authentic leadership follows this curriculum:

Personal leadership	Personal leadership is the practice of intentionally mastering your life, actions, and decisions based on your personal values and goals. It involves emotional intelligence, personal responsibility, and self-discipline
Conversational leadership	Conversational leadership is the practice of dialogue as a core process for driving organizational value. It is the opposite of relying on top-down "command and control". It involves fostering open, honest communication to build trust, share knowledge, and leverage collective intelligence to achieve objectives
Ethical leadership	Ethical leadership can be defined as a strong concern for ethical and moral values in the workplace. These are moral guidelines for dialogue and decision-making procedures, as well as the application of equitable standards to assess everyone's moral character and performance at every level
Supportive leadership	Supportive leadership is people-focused and prioritizes the emotional, psychological, and practical needs of team members to foster a comfortable and trusting work environment. It reduces stress by providing the necessary resources, coaching, and guidance for team members to eventually work autonomously
Values-based leadership	Values-based leadership applies when leaders anchor their actions, decisions, and workplace culture in a core set of personal and/or professional and/or organizational values. It is about doing the right thing in the right way and such leadership fosters trust, high employee engagement, and sustainable performance
Trust-based leadership	Trust-based leadership is to build strong, transparent, and empathetic relationships that empower people. It fosters a safe environment for innovation, risk-taking, and open and honest communication

Curriculum: License to Lead Part 2 – Visionary Leadership

Inspired by the insights offered by The Institute of Leadership and several publications about modern approaches to leadership and insights from industry like client companies and professional bodies, the course License to Lead Part 2 Visionary leadership follows this curriculum:

Strategic leadership	Strategic leadership is to anticipate the future, envision the best approach going forward, and maintain flexibility to create short- and long-term outcomes for sustainable success in the designated work unit. Developing strategy is a key dimension in effective leadership. Some may think this is a function reserved for senior executives and that supervisors and team leaders at operational level should focus on the implementation rather than development of strategy. Reality is that each work unit across the organisation needs the energy derived from its own clear strategy which must be reviewed and updated regularly to stay aligned with the organization's "big picture" strategic goals and objectives
Change leadership	Change leadership is not the same as “change management”, but a proactive, people-centric approach focused on inspiring, influencing, and guiding teams through transformations and disruptions in pursuit of survival and continuous improvement. “Organizational change is a sophisticated and challenging process. As a result, many organizations that embark on change initiatives fail to achieve their intended goals and sometimes change leads to high costs, which undermine its benefits” when not managed well through effective change leadership
Innovation leadership	Innovation leadership influences people to produce creative ideas, products, and services by fostering a culture of experimentation, openness, and resilience, while actively removing barriers to innovation.
Risk leadership	Risk leadership is to influence the work unit's risk culture by setting the tone, defining risk appetite, and fostering proactive, informed decision-making regarding uncertainties. Organizations can't operate without risk. Economic, technological, environmental, and competitive factors introduce obstacles that companies must not only manage but overcome.
Inspirational leadership	Inspirational leadership is to positively influence, motivate, and empower others to achieve their highest potential and for the unit to continuously strive for excellence. The world needs inspirational leaders, but they don't suddenly come out of thin air and guide us to amazing accomplishments. Leaders must be given the space and time to consider, talk about, research, and reflect on what inspiration means to them and how to hone their own unique inspirational leadership skills.
Enterprising leadership	Enterprising leadership is an opportunity-seeking approach often described as having an "entrepreneurial mindset" which involves moving beyond traditional, siloed thinking to take initiative, embrace calculated risks, and create value.

Curriculum: License to Lead Part 3 – Achievement Leadership

Inspired by the insights offered by The Institute of Leadership and several publications about modern approaches to leadership and insights from industry like client companies and professional bodies, the course License to Lead Part 3 Achievement leadership follows this curriculum:

Wellness leadership	Wellness leadership is to create an environment and culture which prioritizes the physical, mental, and emotional well-being of its stakeholders. A work unit needs high energy task-driven leadership to perform with strict controls to ensure quality and safety. However, demands by the leader must be toned to maintain wellness. Excessive demands and rigid controls by the leader, without sufficient “health care” in the team, can create unhealthy conditions that become counterproductive in the workplace
Performance leadership	Performance leadership aims to achieve the objectives and desired outcomes. It is focused on maximizing team potential, productivity, and, ultimately, organizational success
Versatile leadership	Versatile leadership is to adapt leadership styles, behaviors, and strategies to fit diverse people, complex situations, and changing environments
Results-orientated leadership	Results-oriented leadership is focused on achieving specific, measurable goals and outcomes and prioritizing execution, efficiency, and accountability over rigid processes by setting ambitious targets, empowering teams, removing barriers, and creating a culture of ownership and continuous improvement
Coaching leadership	Coaching leadership is to build human capital through coaching, mentoring and helping individuals to identify their strengths and development priorities, providing constant feedback, and guiding their long-term professional development
Empowering leadership	Empowering leadership is to prepare people and shift authority, responsibility, and decision-making power to team members, thereby fostering autonomy, trust, development and a sense of ownership rather than keeping central control

Curriculum: License to Lead Part 4 – Accountable Leadership

Inspired by the insights offered by The Institute of Leadership and several publications about modern approaches to leadership and insights from industry like client companies and professional bodies, the course License to Lead Part 4 Accountable leadership follows this curriculum:

Proactive leadership	Proactive leadership is action-oriented, forward-thinking, and making things happen rather than waiting for instructions or reacting to problems after they occur
Reflective leadership	Reflective leadership is to regularly examine actions, decisions, and experiences to foster self-awareness, improve judgment, and continuously learn from one's mistakes and events in the work unit
Time-conscious leadership	Time-conscious leadership is to ensure effective use of time in the work unit by eliminating unnecessary activities, prioritizing high-impact goals, scheduling specific blocks for deep work, trusting their team to take ownership and by turning down non-core requests to remain focused on what deserves committed attention
Decisive leadership	Decisive leadership is to make high-quality, timely decisions, often under pressure or with incomplete information, showing wisdom and keen judgment to capitalize on opportunities while evaluating risks effectively
Socially responsible leadership	Socially responsible leadership values relationships and considers the impact of decisions on all stakeholders by integrating sustainability, ethics, and social accountability into operational decisions to create value and build trust
Self-actualizing leadership	Self-actualizing leadership is to maximize potential through self-awareness, investing in growth to better inspire teams, increase credibility, and create a strong, consistent reputation

Curriculum: License to Lead Part 5 – Collaborative Leadership

Inspired by the insights offered by The Institute of Leadership and several publications about modern approaches to leadership and insights from industry like client companies and professional bodies, the course License to Lead Part 5 Collaborative leadership follows this curriculum:

Team leadership	Team leadership is to leverage collective strengths, improve problem-solving and efficiency, and foster a positive environment that drives innovation and performance by building trust and collaboration, ensuring clear communication and direction so that the team can achieve shared goals and high-impact results
Network leadership	Network leadership is to build and maintain relationships beyond traditional, hierarchical connections. It involves working across boundaries (vertical, horizontal, and external) to build trust, facilitate collaboration, and leverage shared information
Inclusive leadership	Inclusive leadership is to create a psychologically safe environment where diverse perspectives are actively sought and leveraged, where all people involved feel welcomed, valued, respected, and supported, regardless of their background or differences
Stakeholder leadership	Stakeholder leadership is to identify, engage, and align the interests of all parties impacted by the unit to drive, sustain, and achieve goals by building trust, managing expectations, and balancing diverse needs
Communicative leadership	Communicative leadership is to actively engage others in dialogue, transparency, and participative decision-making through active listening, empathy, clear articulation, storytelling, and trust building
Conflict leadership	Conflict leadership is to navigate, manage, and resolve disputes by transforming, rather than avoiding, conflict into opportunities for constructive debate, innovation, growth, and stronger cohesion