

LEADERSHIP & MANAGEMENT | COURSE BROCHURE

Leading Through Ambiguity and Change

5 days | Classroom training | English

SMART HORIZON

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Course content

Why attend

Leaders today rarely have complete information or stable plans. This course develops the mindset and practical tools to lead when direction is unclear: making sense of complex situations, setting provisional direction, experimenting safely, communicating honestly about uncertainty and keeping teams focused and resilient while circumstances keep shifting.

Teams look to leaders most when the way forward is unclear. You will learn how to provide direction and confidence without pretending to have all the answers.

Professional Problems This Course Is Designed to Solve

• Difficulty translating subject knowledge into practical workplace decisions.
• Inconsistent approaches to the activities covered in the course outline.
• Lack of a structured plan for applying and reviewing new skills.

Course methodology

Complexity simulations, case discussions, reflective exercises, peer coaching and practical planning for participants' own ambiguous challenges.

Course objectives

By the end of this course, participants will be able to:
• Recognise different types of uncertainty and complexity
• Make sense of ambiguous situations using structured tools
• Set direction through principles and short planning cycles
• Communicate openly about uncertainty while sustaining confidence
• Support team resilience during prolonged change
• Learn quickly from experiments and adjust course

Target audience

This course is suitable for:
• Middle and senior managers
• Project and programme leaders
• Change and transformation leads
• High-potential future leaders
• Team leaders in fast-changing sectors



Course content

Target competencies

Participants will develop competencies in:

- Sense-making
- Adaptive leadership
- Transparent communication
- Resilience building
- Decision agility

Course outline

Day 1: Understanding Ambiguity

09:00–10:08	Simple, complicated and complex situations
10:08–11:00	The leader's role in uncertainty
11:00–11:30	**Coffee break**
11:30–11:45	The leader's role in uncertainty (continued)
11:45–12:53	Personal reactions to ambiguity
12:53–14:00	Exercise: mapping your current challenge

Day 2: Making Sense

09:00–10:08	Gathering diverse perspectives
10:08–11:00	Scenario thinking
11:00–11:30	**Coffee break**
11:30–11:45	Scenario thinking (continued)
11:45–12:53	Separating facts, assumptions and unknowns
12:53–14:00	Workshop: sense-making session

Day 3: Setting Direction

09:00–10:08	Principles instead of detailed plans
10:08–11:00	Short planning cycles
11:00–11:30	**Coffee break**



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11:30–11:45	Short planning cycles (continued)
11:45–12:53	Safe-to-fail experiments
12:53–14:00	Simulation: leading in a shifting market

Day 4: Leading People Through Change

09:00–10:08	Communicating uncertainty honestly
10:08–11:00	Maintaining trust and motivation
11:00–11:30	**Coffee break**
11:30–11:45	Maintaining trust and motivation (continued)
11:45–12:53	Supporting resilience
12:53–14:00	Role play: difficult team briefing

Day 5: Learning and Adapting

09:00–10:08	Review and learning loops
10:08–11:00	Knowing when to change course
11:00–11:30	**Coffee break**
11:30–11:45	Knowing when to change course (continued)
11:45–12:53	Personal leadership routines
12:53–14:00	Action plan

The timings provided are estimates and may vary depending on the number of participants and the discussions taking place during the sessions. They are indicative only and do not constitute a binding commitment.



Course content

Dates, venues and fees

Current published course plans. Fees are per participant in EUR, excluding unconfirmed taxes.

Venue	Start date	End date	Fee (EUR)
Rome Confirmed dates	16 Nov 2026	20 Nov 2026	**€2,450.-**
Online Confirmed dates	16 Nov 2026	20 Nov 2026	**€1,250.-**
Kuala Lumpur Confirmed dates	7 Dec 2026	11 Dec 2026	**€1,450.-**
Online Confirmed dates	7 Dec 2026	11 Dec 2026	**€1,250.-**
Istanbul Confirmed dates	11 Jan 2027	15 Jan 2027	**€2,650.-**
Online Confirmed dates	11 Jan 2027	15 Jan 2027	**€1,250.-**
Vienna Confirmed dates	1 Feb 2027	5 Feb 2027	**€2,940.-**
Online Confirmed dates	1 Feb 2027	5 Feb 2027	**€1,250.-**
Barcelona Confirmed dates	22 Feb 2027	26 Feb 2027	**€2,840.-**



Course content

Dates, venues and fees (continued)

Venue	Start date	End date	Fee (EUR)
Online Confirmed dates	22 Feb 2027	26 Feb 2027	**€1,250.–**
Cape Town Confirmed dates	8 Mar 2027	12 Mar 2027	**€1,890.–**
Online Confirmed dates	8 Mar 2027	12 Mar 2027	**€1,250.–**
Dubai Confirmed dates	29 Mar 2027	2 Apr 2027	**€3,150.–**
Online Confirmed dates	29 Mar 2027	2 Apr 2027	**€1,250.–**
Cape Town Confirmed dates	19 Apr 2027	23 Apr 2027	**€1,890.–**
Online Confirmed dates	19 Apr 2027	23 Apr 2027	**€1,250.–**
Barcelona Confirmed dates	10 May 2027	14 May 2027	**€2,840.–**
Online Confirmed dates	10 May 2027	14 May 2027	**€1,250.–**



Course content

Dates, venues and fees (continued)

Venue	Start date	End date	Fee (EUR)
Amsterdam Confirmed dates	31 May 2027	4 Jun 2027	**€2,540.–**
Online Confirmed dates	31 May 2027	4 Jun 2027	**€1,250.–**
Frankfurt Confirmed dates	14 Jun 2027	18 Jun 2027	**€2,650.–**
Online Confirmed dates	14 Jun 2027	18 Jun 2027	**€1,250.–**
Rome Confirmed dates	5 Jul 2027	9 Jul 2027	**€2,450.–**
Online Confirmed dates	5 Jul 2027	9 Jul 2027	**€1,250.–**
London Confirmed dates	26 Jul 2027	30 Jul 2027	**€2,450.–**
Online Confirmed dates	26 Jul 2027	30 Jul 2027	**€1,250.–**
Dubai Confirmed dates	16 Aug 2027	20 Aug 2027	**€3,150.–**



Course content

Dates, venues and fees (continued)

Venue	Start date	End date	Fee (EUR)
Online Confirmed dates	16 Aug 2027	20 Aug 2027	**€1,250.-**
Vienna Confirmed dates	6 Sept 2027	10 Sept 2027	**€2,940.-**
Online Confirmed dates	6 Sept 2027	10 Sept 2027	**€1,250.-**
Dubai Confirmed dates	20 Sept 2027	24 Sept 2027	**€3,150.-**
Online Confirmed dates	20 Sept 2027	24 Sept 2027	**€1,250.-**
Rome Confirmed dates	11 Oct 2027	15 Oct 2027	**€2,450.-**
Online Confirmed dates	11 Oct 2027	15 Oct 2027	**€1,250.-**
London Confirmed dates	1 Nov 2027	5 Nov 2027	**€2,450.-**
Online Confirmed dates	1 Nov 2027	5 Nov 2027	**€1,250.-**



Course content

Dates, venues and fees (continued)

Venue	Start date	End date	Fee (EUR)
Cape Town Confirmed dates	22 Nov 2027	26 Nov 2027	**€1,890.-**
Online Confirmed dates	22 Nov 2027	26 Nov 2027	**€1,250.-**
Paris Confirmed dates	13 Dec 2027	17 Dec 2027	**€2,860.-**
Online Confirmed dates	13 Dec 2027	17 Dec 2027	**€1,250.-**

Plan your next step

Dates, availability, exact venue, taxes, inclusions and payment terms require written confirmation. This brochure is not a quotation, registration, booking confirmation or visa invitation. Participants receive a Smart Horizon certificate of attendance; programmes are not externally accredited and do not award a professional qualification or designation. Confirm arrangements before booking travel.

For group or in-house training, contact our learning team to discuss your objectives and delivery arrangements.

Contact Smart Horizon

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View the latest course details online