
Leading Through Disruption Training Course: Scenarios, Decisions and Team Direction

12 – 16 April 2027
Tokyo





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Programme Summary

Leading through disruption is the focus of this one-week training course for senior leaders and heads of function, ending in a disruption leadership plan for one business unit. Markets, technology and policy can shift faster than annual plans allow, and leaders are then asked to decide with incomplete information while keeping teams steady. The programme moves from the nature of disruption and leadership judgement, through diagnosis of weak signals and decision habits, to the design of scenarios, decision rights and team communication, then applies them to one unit. Mars Training Centre UK delivers this leading through disruption programme for mixed-organisation cohorts.

The Business Case

When disruption arrives, organisations often swing between delay and overreaction. Decisions wait for certainty that never comes, teams hear mixed messages and senior time is consumed by escalations. A shared approach to scenarios, decision rights and communication lets leaders act earlier, explain why, and adjust as facts change.

- Decision Cycle Time: Shortens as decision rights and triggers are agreed before events occur.
- Team Confidence: Strengthens as direction is explained plainly and updated on a steady rhythm.
- Exposure to Surprise: Falls as weak signals are tracked and tested against several futures.

Principles and Evidence Base

- Scenario planning: It guides the building of several plausible futures and the signals that mark each one in Sessions 2 and 3.
- Pre-mortem technique Gary Klein: It structures the search for failure causes before a decision is committed in Session 3.
- Decision rights allocation: It frames who decides, who advises and who is informed during fast change in Session 4.

Intended Participants

- Senior leaders who answer for results when markets, technology or policy change quickly.
- Heads of function who must keep direction and standards across several teams during change.
- Executives who brief boards or ministers and need clear, defensible choices under uncertainty.
- Leaders of transformation or recovery efforts who coordinate decisions across units.

Typical sectors include energy, banking, healthcare, logistics and the public sector.



Learning Outcomes

1. Participants will be able to diagnose the type and pace of disruption facing a business unit.
2. Participants will be able to evaluate their own decision habits when information is incomplete.
3. Participants will be able to construct scenarios with signals and triggers for action.
4. Participants will be able to prioritise decisions and allocate decision rights during rapid change.
5. Participants will be able to design a communication rhythm that keeps teams informed and steady.
6. Participants will be able to justify a disruption leadership plan to senior colleagues.

Programme Structure

Day 1: Leading Through Disruption and the Leader's Role

What does disruption ask of a senior leader, and what stays constant?

- Disruption Type and Pace Map
- Leadership Role Under Pressure Sheet
- Stakeholder Expectation Grid
- Personal Decision Style Baseline
- Unit Dependency Chart

Day 2: Reading Signals and Decision Habits

How are weak signals found, and where do habits distort judgement?

- Weak Signal Register
- Cognitive Bias Checklist
- Information Gap Audit
- Past Decision Review Template
- Early Warning Indicator List

Day 3: Designing Scenarios and Decisions

How are several futures described, and how are choices tested against them?

- Scenario Building Matrix
- Trigger and Signpost Table
- Pre-Mortem Session Guide
- Option Robustness Comparison
- Reversible and Irreversible Decision Sort

Day 4: Decision Rights and Team Direction

How do teams stay aligned when decisions must be made quickly?



- Decision Rights Allocation Chart
- Escalation Threshold Sheet
- Direction Message Template
- Update Rhythm Calendar
- Difficult Conversation Rehearsal Guide

Day 5: Applying the Approach to One Business Unit

Does the approach hold when tested on a real unit?

- Applying the Session 2 Signal Register to the Unit
- Testing the Session 3 Scenarios Against Current Plans
- Checking the Session 4 Decision Rights Chart with Peers
- Rehearsing the Direction Message for the Team
- Completing the Disruption Leadership Plan

Methodology

The programme uses a structured exercise method built on anonymised case summaries, signal logs, scenario matrices and role-play briefings from energy, banking and healthcare. Participants work in small groups on one business unit, practise team conversations with peers who play staff and stakeholders, and receive facilitator feedback on every work product.

- Suggested activity: Building two contrasting scenarios from a short market case.
- Suggested activity: Running a pre-mortem on a decision a peer has to make.
- Suggested activity: Briefing a team on a sudden change and handling questions.

Capstone Output

Each participant completes a disruption leadership plan for one business unit. It holds a signal register, a set of scenarios with triggers, a decision rights chart and a team communication rhythm. The plan is used at work to brief senior colleagues, agree early actions and guide decisions as conditions change.

Frequently Asked Questions

Is leading through disruption suitable for leaders new to uncertainty?

Yes. Leading through disruption is taught from first principles and assumes responsibility for a team or unit, not earlier experience of crisis.

Which models does leading through disruption rest on in this programme?

Leading through disruption here rests on scenario planning, the pre-mortem technique associated with Gary Klein, and decision rights allocation.



How is the plan for leading through disruption used at work?

You use it to brief senior colleagues, agree early actions with your team and guide decisions as conditions change in your unit.

How does leading through disruption differ from a programme on change management?

Leading through disruption centres on judgement, scenarios and decision rights when events are unplanned, while change management follows a planned transition.