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# 21st-Century Leadership and Management Skills Training Course

11 – 15 January 2027
Paris

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21st-Century Leadership and Management Skills is a 1-week training course for managers adapting to digital, hybrid and diverse workplaces, and it ends with a Modern Team Operating Charter covering working norms, decision data, wellbeing and inclusion. Teams now span locations, generations and digital tools, so management habits formed in co-located offices often no longer fit. Jupiter Prime Training delivers this course on 21st-century leadership and management skills.

## Why 21st-Century Leadership and Management Skills Matter Now

Three changes reshape everyday management. Hybrid and distributed working remove the casual contact managers once used to coordinate and coach. Four generations now share many workplaces, each with different expectations of feedback, flexibility and career growth. Dashboards and collaboration platforms put data in front of every manager, yet many still decide by instinct. Managers who adapt keep engagement, retain talent and make faster, fairer decisions; those who do not see silent disengagement and uneven treatment. The course draws on ISO 45003 guidance on psychological health and safety at work, inclusive leadership practice, data-informed decision routines and ethical decision frameworks.

## Who Gains Most from 21st-Century Leadership and Management Skills

- Line managers whose teams split time between office, home and client sites
- Department heads leading multigenerational teams with differing expectations
- Managers newly responsible for dashboards and performance data
- Supervisors moving teams onto shared digital collaboration platforms
- Managers asked to improve wellbeing and inclusion results in staff surveys

A management group adopting hybrid or flexible working gains most when several managers attend together and agree common team norms.

## 21st-Century Leadership and Management Skills Capabilities

Participants rebuild core management routines, from meetings to decisions, for teams that rarely sit in one room and rarely think alike.

- Design hybrid working norms for availability, meetings and handovers — distributed team members
- Apply generational and individual preference insights to feedback and recognition — retention of diverse staff
- Build a simple team dashboard and decision routine — data-informed priorities and resource choices
- Assess psychosocial risks using ISO 45003 guidance — wellbeing actions and workload decisions
- Communicate inclusively across channels and cultures — fair participation in team decisions
- Weigh ethical dilemmas using a structured decision test — trust with staff, clients and regulators

## Key 21st-Century Leadership and Management Skills Terms

- Hybrid Working — an arrangement where team members split work time between shared sites and remote locations.
- Asynchronous Collaboration — working together through shared documents and messages without needing everyone present at the same time.
- Multigenerational Team — a team whose members come from several age cohorts with differing work expectations and habits.
- Psychosocial Risk — a work factor, such as workload or poor support, that can harm mental health and wellbeing.
- Inclusive Leadership — leading so that every team member can contribute, be heard and progress fairly.
- Data-Informed Decision — a choice that combines relevant evidence and metrics with experience rather than relying on instinct alone.

## 21st-Century Leadership and Management Skills Day by Day

## Day 1: The Changing Shape of Management

- Workplace Shift Map: Hybrid, Digital and Demographic — What Managers Must Unlearn
- Manager Role Inventory — Tasks to Keep, Delegate or Automate
- Team Diversity Profile — Generations, Cultures and Working Preferences
- Employee Experience Survey Signals — Reading Engagement and Inclusion Results
- Personal Management Habit Audit — Choosing Routines to Rebuild

## Day 2: Leading Hybrid and Multigenerational Teams

- Hybrid Team Norms Canvas — Availability, Meetings and Response Times
- Synchronous and Asynchronous Collaboration Choices — Matching Channel to Task
- Remote One-to-One Structure — Coaching Without Office Contact
- Generational Feedback Preferences — Tailoring Recognition and Development
- Cases From Professional Services and Retail Operations — Comparing Hybrid Models

## Day 3: Data-Informed Management

- Team Dashboard Design — Choosing Five Measures That Matter
- Leading and Lagging Indicators — Spotting Problems Before Results Fall
- Weekly Decision Routine — Turning Data Into Priorities
- Bias Checks in Data Interpretation — Avoiding Misleading Conclusions
- Collaboration Platform Analytics — Workload Visibility Across the Team

## Day 4: Wellbeing, Inclusion and Ethics

- ISO 45003 Psychosocial Risk Factors — Workload, Control and Support
- Inclusive Meeting Practices — Hearing Quiet and Remote Voices
- Fair Allocation of Work and Opportunity — Reducing Proximity Bias
- Ethical Decision Test — Legality, Fairness and Transparency Questions
- Speak-Up Channels and Responses — Handling Concerns Raised by Staff

## Day 5: Practising the Modern Team Operating Charter

- Hybrid Norms Agreement Draft — Applying Day Two Canvas
- Team Dashboard Prototype — Applying Day Three Measures
- Wellbeing and Inclusion Action List — Applying Day Four Factors
- Peer Challenge on Ethical Scenarios — Testing Decisions Under Pressure
- Completing the Modern Team Operating Charter — Norms, Data, Wellbeing and Inclusion

## Applying 21st-Century Leadership and Management Skills After the Course

- Agree hybrid team norms with the team using the canvas and review them after four weeks.
- Launch a five-measure team dashboard and use it in a weekly decision routine.

## 21st-Century Leadership and Management Skills Questions FAQ

### What are 21st-century leadership and management skills and why do they matter now?

They are the routines managers need for hybrid, digital and diverse teams. They matter now because old office-based habits no longer fit how teams work, communicate and decide.

### Which roles gain most from 21st-century leadership and management skills training?

Line managers, department heads and supervisors leading hybrid or multigenerational teams gain most, as do managers newly responsible for team data and wellbeing results.

## How do 21st-century leadership and management skills differ from a digital transformation course?

They focus on managing people day to day in new working conditions, not on redesigning technology or business models. You rebuild norms, decisions and wellbeing practices for your own team.

## What do you bring back from 21st-century leadership and management skills training?

You bring back a team operating charter with hybrid norms, a dashboard prototype, wellbeing and inclusion actions and an ethical decision test ready to use.

## 21st-Century Leadership and Management Skills: The Way Forward

The Modern Team Operating Charter sets out how a team works across locations, which data guides its choices and how wellbeing and inclusion are protected. Its first use is agreeing hybrid norms with the team. Managers and their teams revisit it each quarter. After the first staff survey, review which norms improved engagement and which need adjusting.