

# BUILDING LEADERSHIP CAPACITY IN HIGHER EDUCATION BY DIGITAL TECHNOLOGY: FROM INSTITUTION TO CORPORATION

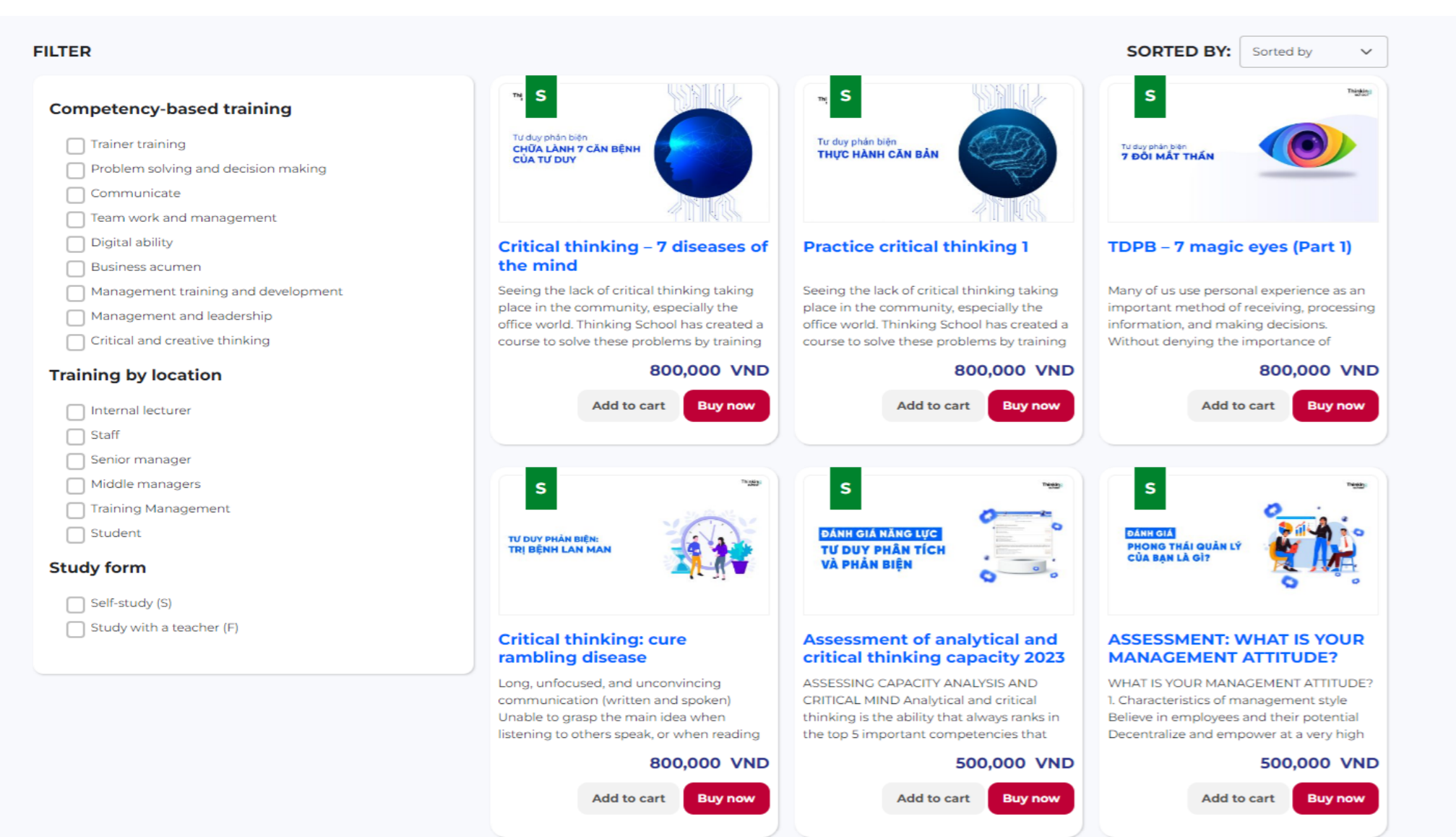
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## Institutional Challenge

Vietnam and many Southeast Asian countries face a serious shortage of effective leadership training for higher education leaders and corporate professionals (Times Higher Education, 2023). While universities are starting to offer management programs, very few focus on practical and innovative leadership development (Ken Research, 2024). At the same time, local and multinational companies report an increasing need for employees and managers with strong ethical and cross-cultural leadership skills (Deloitte Southeast Asia Human Capital Survey, 2023). This gap hinders institutional innovation, organizational performance, and the country's preparedness for the global knowledge economy (VnExpress, 2024).



Leadership and Management Competence (Vu, et. al 2020)



Leadership skill online Course (thinkingschool.vn)

## Institutional Response

Since 2018, Thinking School Vietnam has developed a comprehensive capacity development framework focused on leadership and innovation. The approach combines ALAPA pedagogy method (Assessment, Learning, Analysis, Practice, Application), flipped classroom model. Through its LMS platform, Thinking School delivers blended learning experiences that integrate e-learning, live coaching, and performance analytics. The program supports higher education managers, lecturers, and trainers in developing strategic, ethical, and international leadership competencies.

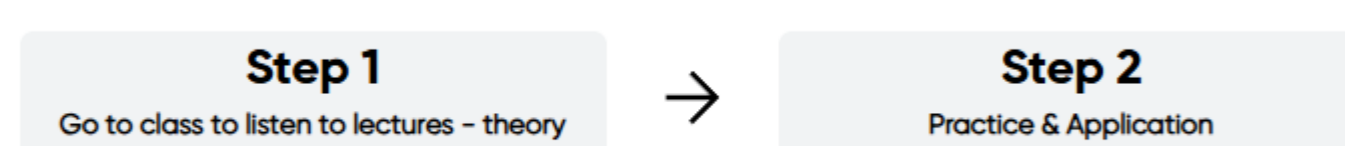
## Results and Key Achievements (2019–2025)

- Master of Global Leadership Development program with FIBAA-accredited).
- 35,000+ online learners reached through LMS and blended learning.
- 50+ universities and enterprises engaged across 12+ industries.
- 2,000+ lecturers and trainers received free online teaching skill training during COVID-19.
- 20+ universities partnered for capacity-building programs.
- System: Copyright-certified online course
- Recognitions: Science & Technology Enterprise No. 97 (HCMC Government), Creative Startup Award (2021)

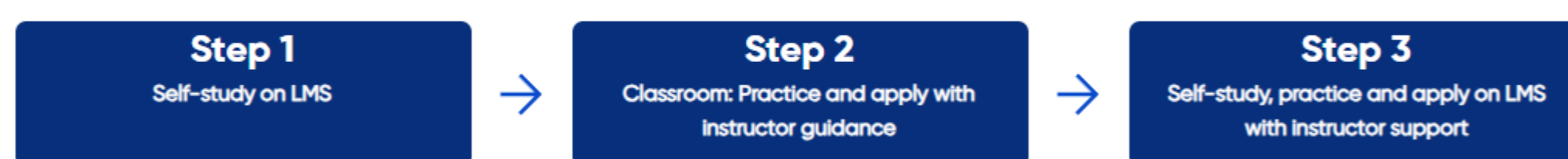


Offline training by Dr. Ta Hung Anh for employees (Staff, team leader, manager) in Manufacturing industry from 2020 to 2024

### TRADITIONAL CLASSES



### FLIPIED CLASSROOM (FLIPPED CLASSROOM)



1	Before training	Training needs assessment (standardized survey, interview, or behavioral observation)	Online/Offline
2	Self-study 1	Online learning content, behavioral guidelines, quizzes, games,...	Online
3	Training with instructors	Case studies, skills practice, role playing, games, teamwork, presentations, debates, reflections, teacher feedback, peer feedback	Online/Offline
4	Self-study 2	Review, self-reflection, behavior change exercises, graduation project (individual or group)	Online
5	Training with instructors	Instructor feedback on assignments and behavior change, graduation project, 1-1	Online/Offline
6	After training	Post-training evaluation (behavioral change assessment, graduation project, 360 feedback, survey, interview)	Online/Offline

Flipped Classroom with blended-model training (thinkingschool.vn)

## Lessons Learned and Future Directions

- **What worked well:** Integration of digital pedagogy with leadership practice enhanced engagement and institutional scalability.
- **Challenges:** Sustaining leadership culture post-training and ensuring resource support across universities.
- **Next steps:** Strengthen collaboration on internationalization and institutional development through DAAD-DIES regional partnerships.

## Impact Summary

Thinking School Vietnam demonstrates how a university-based innovation can contribute to regional leadership transformation. By focusing on leadership competencies, institutional capacity, and international collaboration, the initiative response to the DAAD-DIES mission of advancing management excellence across Southeast Asia. We will continue to impact with CSR and ESG contribution for Vietnam education.