



2010 LEAD Dates

March 15-18

July 12-15

November 8-11



High Potential Manager **Leadership Development Program: Improving Performance & Leadership Effectiveness**

- ◆ Enhance your overall effectiveness as a high potential leader.
- ◆ Improve the performance of your business, work unit or function.
- ◆ Develop your personal style to have a more positive impact on others.
 - ◆ Create a positive work culture to bring the best out of people.
 - ◆ Accelerate your career development opportunities.



A Developmental Program for High-Potential Managers



Leadership Spheres of Excellence:

What you do in a leadership development program makes a big difference in what gets implemented on-the-job. At the LEAD Institute for High Potential Managers, you'll explore the three leadership spheres of excellence and see how they interrelate:

Work Unit Culture: Participants create change plans to improve the performance of their work unit, make it a better place in which to work and begin to transform the work unit's culture.

Leadership and Management

Competencies: Participants identify their strengths and weaknesses and develop change plans to improve their effectiveness as change oriented transformational leaders and results oriented transactional managers.

Personal Style: Participants come to understand the nature of their personal style, and how it needs to be modified to have a more positive impact on others: employees, bosses, colleagues and family.



At the LEAD Institute, we believe in a holistic approach to leadership development. Our comprehensive four-day program is designed to provide hands-on guidance to high-potential managers who want to enhance their careers and aspire to become respected, proficient leaders. Using a highly interactive developmental process, we create a true learning community providing an environment where participants feel comfortable exploring new ideas, experimenting with new behaviors, learning from others, and helping others in their personal development.

Focus on Application and Results

At LEAD, the subject matter for the program is the participants in the class. The primary goal of the LEAD Institute is for each participant to develop personal and organizational performance improvement change plans that can be implemented on-the-job soon after the program is completed. These change plans integrate the three Leadership Spheres of Excellence, ensuring participants improve their effectiveness as both transformational leaders and transactional managers.

Program Process

Prior to attending LEAD, participants and their supervisors are interviewed to define each participant's goals and needs. While at LEAD, the faculty provides one-on-one coaching and guidance before, during and after class each day, ensuring that LEAD is a personalized learning process for each participant. And, to take advantage of the high potential talent in the class, participants are also assigned to a "consulting trio" with two other colleagues in the class from different industries. Members in a trio share insights, best practices and suggestions for improvement with each other at least two times every day during the program.

LEAD uses a data-driven change process. As the course progresses, participants receive 360° feedback on their effectiveness as leaders and managers. The faculty and the consulting trios work together to ensure all feedback is understood and acted upon. Our experience has shown us that the constructive feedback, praise and support received from respected peers during LEAD is one of the more meaningful aspects of the program.

After the LEAD session comes to a close, faculty members maintain personal contact with participants and their supervisors to help ensure that what was learned and developed during the program is used effectively in the workplace.



"I thought LEAD was the best one week program of personal application, good pacing and solid content, supplemented with some interesting and fun learning simulations."

— Alex Frazier

Unit Manager, Babcock & Wilcox Companies

"LEAD was great! Other courses I have taken expounded on supervisory and management theory and were not as effective as LEAD in getting the information to "click" with how it could be directly applied to have the most impact."

— Laurie Colasanti

Human Resources Manager, GKN Sinter Metals



Why LEAD?

The LEAD Institute has proven itself to be an effective leadership development program for thousands of high potential managers for these reasons:

- LEAD is a highly personalized learning experience with a 1:4 faculty to participant ratio.
- Participants are actively involved in their own development and play an important part in the development of others.
- Real world, performance improving change plans ready for implementation are developed.
- LEAD provides pre- and post-program faculty contact and coaching.
- The faculty is dedicated to the program for the entire program.

In addition to having solid educational backgrounds in the behavioral and social sciences, members of the LEAD faculty have decades of experience developing major change projects with a wide variety of companies from diverse industries. The LEAD Institute is headed by Dr. Frank Petrock, the founder of the General Systems Consulting Group. He and his team have provided professional consulting and training services in the areas of leadership, team and organizational development to companies around the world since 1971.

Who should attend LEAD?

LEAD is designed for high potential managers; those on the company's succession plan and other managers and key staff important to the organization's future success. Managers who have attended LEAD have come from a wide variety of countries, companies and industries. They include managers with diverse role responsibilities such as finance, sales and marketing, operations, research, human resources, engineering, maintenance, facilities and construction, information systems, among others. LEAD is also multi-national, having been conducted in South East Asia, North America and Europe.

LEAD Client Companies

Some of the many companies and agencies that have sent high potential managers to the LEAD Institute include:

- | | |
|--------------------------|----------------------------|
| ABB | Honda of America |
| American Electric Power | Honeywell Allied Signal |
| Android Industries | Howmet |
| AT&T | HYDAC |
| Autoliv | Invensys |
| Avaya | Johnson Controls |
| BASF | McDermott |
| Babcock & Wilcox Company | Lucent Technologies |
| Belletech | Michigan Dept. Corrections |
| Bobrick | Motorola |
| Daimler Chrysler | New Jersey PSEG |
| DC Cook Nuclear Station | NSK, Inc. |
| Delphi | Pall Corporation |
| Detroit Edison, Fermi | Pepsico Beverage & Food |
| Eaton Cutler Hammer | Plexus |
| El Paso Electric Company | Precision Castparts Corp. |
| Estee Lauder | Quest Diagnostics |
| Federal-Mogul | Raytheon |
| First Energy | Therm |
| Florida Power & Light | Toledo Molding & Die |
| Ford Motor Company | United Defense |
| General Dynamics | Visteon |
| Hickory Farms | Valeant Pharmaceuticals |
| Holcim | Waukesha Electric |

"The materials are outstanding. Real value. If you'd told me on Monday that I'd be putting together action plans to make an impact on myself, my work unit and my company, I'd have responded "yeah-right". But this really happened. It was easy and painless. It was amazing how the materials bring everything together and provide insight"

— Pam Robinson, Y-12 Oakridge National Labs

"In my 25 years of Program Management, Quality and Manufacturing, I have not attended a better course! LEAD specifically dealt with my personal leadership style, skills and faults and the organizational culture change needed in my work unit."

— Mike Morris, General Dynamics Land Systems



The LEAD Institute's Program Agenda

Day One

Welcome & Session Overview

- ◇ Goal & Outcomes
- ◇ Three Spheres of Excellence:
 - Personal Style
 - Leadership/Management Competencies
 - Work Unit Performance Culture
- ◇ Learning Community & Program Process

Leadership, Motivation & Personal Style —

Personal Goals of:

- ◇ Affiliation — Goal of Inclusion
- ◇ Power — Goal of Control
- ◇ Achievement — Goal of Perfection
- ◇ Security — Goal of Predictability

Personal Style & Leadership

Effectiveness

- ◇ Personal Style Assessment & Charting
- ◇ Simulation: Understanding Personal Style, Frustrations & Recruitment Campaign
- ◇ Overview of Styles:
 - Dominance/Driver
 - Influence/Expressive
 - Steady/Amiable
 - Conscientiousness/Analytical
- ◇ Personal Style Improvement Plans for Dominant & Least Dominant Styles
 - Start Doing. . .
 - Stop Doing. . .
 - Continue Doing. . .

Adaptive & Complementary Styles

- ◇ Reacting to Different Environments/Styles
- ◇ Improvement Plans for Interacting with Bosses, Peers & Direct Reports

360° Comments Feedback

- ◇ Written Feedback From Surveys

Personal Faculty Coaching Sessions

Day Two

Work Unit Current Culture Analysis

- ◇ Current Work Unit Culture Survey Assessment

Culture Simulation: Understanding Organizational Culture Transformation

- ◇ Clan: The Team & Human Resources Oriented Culture
- ◇ Hierarchy: The Rules/Position & Process Oriented Culture
- ◇ Enterprise: The Results/Competitive & Rational Goal Oriented Culture
- ◇ Adhocracy: The Creative/Change & Growth/Boundary Oriented Culture.

Current Work Unit Culture Analysis

- ◇ Charting the Current Culture
- ◇ Current Reality Analysis — SWOT — Determining the Need for Change:
 - Strengths
 - Weaknesses
 - Opportunities
 - Threats

Introduction to Leading & Managing

- ◇ Explore Difference Between Effective Transformational Leaders & Effective Transactional Managers

Drill Down — Hierarchy Culture: The Structure Producing Culture Analysis & 360° Feedback Change Plan

- ◇ Hierarchy Culture Simulation
- ◇ Hierarchy Current Culture Analysis:
 - Positives & Negatives Analysis
 - Rules/Position & Process Orientation Analysis
- ◇ 360° Monitor & Coordinator Management Competency Feedback & Analysis
- ◇ Programs and processes to enhance efficiency and coordination.

Personal Faculty Coaching Sessions

"I have not attended any programs better than LEAD. I have attended technical seminars that met my needs. However, LEAD is the highest quality management program I have attended. The techniques to determine work unit culture change was especially helpful."

Mark Brown,
Purchasing Manager, Honda of America

Day Three

Drill Down — Clan Culture: The Team Oriented Culture Analysis & 360° Feedback Change Plan

- ◇ Clan Culture Simulation
- ◇ Clan Current Culture Analysis
 - Positives & Negatives Analysis
 - Team & Human Resources Orientation Analysis
- ◇ 360° Facilitator & Mentor Management Competency Feedback & Analysis
- ◇ Processes and norms for developing high performance teams.

Drill Down — Enterprise Culture: The Results Driven Culture Analysis & 360° Feedback Change Plan

- ◇ Enterprise Culture Simulation
- ◇ Enterprise Current Culture Analysis
 - Positives & Negatives Analysis
 - Results/Competitive & Rational Goal Orientation Analysis
- ◇ 360° Producer & Director Management Competency Feedback & Analysis
- ◇ Enterprise Systems Levers for Performance Improvement

Drill Down — Adhocracy Culture: The Innovative Culture Analysis & 360° Feedback Change Plan

- ◇ Adhocracy Culture Simulation
- ◇ Adhocracy Current Culture Analysis
 - Positives & Negatives Analysis
 - Creative/Change & Growth/Boundary Orientation Analysis
- ◇ 360° Innovator & Broker Leadership Competency Feedback & Change Plans
- ◇ Creating the conditions and climate to stimulate creativity.

Personal Faculty Coaching Sessions

Day Four

The Future — Desired Work Unit Culture Change For Performance Improvement

- ◇ Leading & Managing Change Model
 - DD X VF X FS > R
- ◇ Desired Culture Assessment
 - Current & Desired Culture Gap Analysis
 - Direction & Degree of Desired Change
 - Change Benefit Analysis
- ◇ Seven-S Work Unit Change Plans
 1. Shared Vision & Values, 2. Strategy,
 3. Structure, 4. Systems, 5. Staff, 6. Skills & 7. Style/Image

◇ The Future — Desired Culture & Leadership Effectiveness Improvement Plans

Clan Culture: Facilitator & Mentor Leader Competency 360° Feedback

Adhocracy: Innovator & Broker Leader Competency 360° Feedback

Enterprise: Producer & Director Manager Competency 360° Feedback

Hierarchy: Monitor & Coordinator Manager Competency 360° Feedback

Next Week — Define Short Term, Personal Behavior Changes Needed

- ◇ Behavior Changes Needed to Improve Effectiveness with Boss, Peers & Direct Reports

Participant-to-Participant Peer Feedback for Personal Improvement

- ◇ What To:
 - Do More of. . .
 - Continue Doing. . .
 - Stop Doing. . .

Session Closing — 3:30 PM



The LEAD Institute's Program for High Potential Managers is an intense comprehensive and applied developmental process. Your managers create change plans for improving the performance of their work units, enhancing their approach to leading and managing and determining how to modify their personal style to have a more positive impact on others.



"We are very pleased with the impact that LEAD has made over the years on our organizational effectiveness. Managers return with new insights about how to improve their leadership effectiveness, the skills to make it happen and a renewed sense of commitment and vigor in achieving their goals. Because of the outstanding reviews from managers who previously attended LEAD, managers who have not yet attended look forward to going."

— Jill Coniglio-Kirk
Director, Human Resources
Autoliv



Key Benefits From Attending The LEAD Institute for High Potential Managers

Our LEAD Institute Program is designed for high potential managers who come to LEAD to learn how to improve their leadership effectiveness, contribute more to their companies and its customers and enhance their careers. Below is a partial list of the many topics you'll cover in our fast-paced, hands-on approach and an overview of benefits from attending.

- Influencing Personal Motivation
- Discovering Dimensions of Personal Style
- Building Motivating Performance Systems
- Transaction Management — Managing Systems
- Transformation Leadership — Leading People
- Enhancing the Effective Use of Power

Participant Focused: Even with all these and more topic areas covered during the session, you and the other participants in LEAD are the real subject matter of the course. The focus is on how you will apply what you learn to your job and career now.

Pre-Session Interviews: LEAD faculty call you prior to the session to discuss your developmental goals and to define any special learning objectives you might have. We also contact your sponsor or boss to get his or her views on desired learning objectives.

Learning Community: The personalized learning experience that takes place in LEAD is supported through developing the entire class as a learning community. You and everyone are involved in mutual learning, teaching and coaching process.

Participative Process: LEAD is an active and interactive learning process oriented towards on-the-job application. Up to seventy percent of your class time is spent learning through carefully constructed simulations, team activities, reviewing your 360° leadership assessments, working on your improvement plans, small group discussions with classmates and personal counseling time with the faculty.

Output & Planned Change Driven: LEAD is output driven. You leave the program with complete, written change plans on what you have to do to make your work unit more productive, how you need to lead and manage differently to support the desired work unit changes and what you need to do personally to have a more positive impact on others.

- Culture Transformation
- Leading & Managing for Performance Improvement
- Defining Values, Vision, Strategy & Structure
- Enhancing Team Leadership & Membership Effectiveness
- Leading Change Successfully
- Enhancing Creativity & Innovation

Faculty Facilitator Coaching: The LEAD faculty stays involved and on-the-job with the participants for the entire session. They serve you interchangeably as subject matter presenters, facilitators and as your personal coaches and counselors any time you need.

Peer Consulting Trios: You and the other participants in the class are a tremendous source of valuable work and life experiences. In LEAD you are assigned to a Consulting Trio where you have an opportunity to give and get useful solutions to your work related problems.

Faculty Consultation Sessions: We recognize that participants often have needs above and beyond LEAD's core course work. Therefore, you may arrange time with the faculty to explore many "extra-curricula topics" such as Building Trust, Conflict Management, Coaching, Decision Styles, Motivating Job Design, Organizational Climate Assessment and Team Diagnosis.

Reference Manual & Workbook: You'll leave LEAD with a comprehensive 350 page workbook that contains all the material, slides and assessments you used in class. It will serve as a valuable reference in the years to come and provides you with the means to use the material to develop your direct reports and team.

Post Session Follow-up: Included in your tuition is post session follow-up with the faculty to guide you in implementing your improvement plans and to get solutions to on-the-job problems. Your tuition also entitles you to a free 360° leadership resurvey at anytime you wish to do this.



"At LEAD the 360° feedback, personal style analysis and work unit culture analysis gave me the tools analyze my personal situation and actually create a plan for improvement. This was much better than other programs where I was just told what a good manager is in general. "

*—Jill Dolhonde
Director of Tax Administration
McDermott*



Bring The LEAD Institute Program to Your Organization

We can bring LEAD to you. Conduct The LEAD Institute's Program for High Potential Managers as an in-house program for your high potential managers. Some of the added benefits derived from an in-house LEAD are:

- ◇ Tailor and customize the LEAD Program to meet the unique developmental needs of your participants and company.
- ◇ Save on costly travel and hotel expenses which can be equal to or exceed the cost of the tuition.
- ◇ Create and/or reinforce your company's goals and core values in the participants across the company.
- ◇ Ensure that all leaders are getting the same leadership message and know what is expected of them as they lead and manage the company into the future.
- ◇ Provide participants direct access to the thoughts and ideals of the company's senior leadership by having these leaders give presentations on important company related topics and issues during the program.
- ◇ Increase retention of your key, high potential managers and express your confidence in them by providing this special in-house program just for them.
- ◇ Enhance peer-to-peer networking, peer consultation, sharing of best practices and lateral integration within and across departments, locations and businesses.
- ◇ Create enhanced trust, respect and higher expectations between managers attending the in-house LEAD Program.
- ◇ Learn in a confidential setting. Only people from your company attend an in-house program where work related issues can be discussed openly.

Contact Kelly Scott Petrock to get more information on our in-house LEAD Program and/or about other in-house consultation and programs in the areas of leadership, team building, leading & managing change, personal style, etc. 800-556-5222 / gscg@ic.net.

The LEAD Institute / General Systems Consulting Group, Inc.

We at The LEAD Institute / General Systems Consulting Group, Inc. are pleased to offer our LEAD Program for High Potential Managers. Insight into one's behavior is important. But, I believe that insight combined with definitive personal improvement behavior change plans is much better. It is our emphasis on personal growth and developing individualized, on-the-job improvement plans that makes LEAD different and more effective than other leadership programs.

We have offered The LEAD Institute Program for High Potential Managers going on ten years now. LEAD actually grew out of our 30 years of consulting and executive education experience. Our focus has always been on performance improvement and enhancing leadership, team and organizational effectiveness. We are very proud of our enduring, working relationships with our numerous client companies over these many years.

Hundreds of managers consider LEAD to be the best full-scope, personalized learning and planned change process available. I guarantee that you and/or whoever attends LEAD will have a learning experience that is productive, enlightening and enjoyable.

Dr. Frank Petrock
President

Register on-line for LEAD at www.leadinstitute.com, call Ms. Kate Kedroske at 800-556-5222 or contact us at gscg@ic.net.

Please send me the following information:

- LEAD Executive Briefing Brochure
- Sample Participant Evaluations of LEAD
- LEAD Program Overview & Agenda
- References
- Other In-house Training Programs
- Consulting Services

LEAD Institute Registration

You can register online for the LEAD Program for High Potential Managers and get more information by visiting www.leadinstitute.com, calling us at 800-556-5222 or emailing us at gscg@ic.net.

To register, please select one of the following program dates, fill out the form below and fax it to 734-995-3434 or mail it to us at LEAD Institute/General Systems Consulting, 6055 Jackson Road, Ann Arbor, MI 48103.

2010 LEAD Program Dates - Ann Arbor, MI

- March 15 - 18
- July 12 - 15
- November 8 - 11

Where is LEAD offered?

Our open enrollment LEAD is conducted at our conference facilities at the Campus Inn in downtown Ann Arbor, Michigan. The University of Michigan, numerous shops, visitor attractions and restaurants are all within four blocks.

Name: _____ Title: _____

Company: _____

Address: _____

City: _____ State: _____ Zip: _____

Phone: _____ Fax: _____ E-mail: _____

Contact information, if different from above:

Name: _____ Title: _____

Phone: _____ E-mail: _____

The tuition for this four-day program is \$3,550. This includes a 300 page workbook and reference manual, all handouts, 360° leadership survey processing and feedback charts, personal style assessment, personal coaching with the faculty, cocktail reception, refreshment breaks and a full buffet breakfast and lunch everyday. In addition, the tuition includes a faculty hosted "graduation" dinner on Wednesday evening.

Group discount: The tuition is \$3,195 per person when three or more people from the same company attend the same session.

Please read our [Transfer & Cancellation Policy](#).



The LEAD Institute is an intensive, four-day developmental program designed to help high potential managers also become high potential leaders. It is a hands-on, applied process helping participants improve the performance of their work unit, their approach to leading and managing and their personal effectiveness.

LEAD has been offered as both an open-enrollment and in-house program for ten years. It is derived from our thirty years of leadership, team and organizational development consulting and providing company and university based executive education programs.

— Frank Petrock, Ph.D.