

## LEAD Information Request

Please send me the following information:

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

### 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.

Ann Arbor is located 25 miles west of Detroit Metropolitan Airport, off Interstate 94.

**The LEAD Institute**  
**GENERAL SYSTEMS CONSULTING**  
6055 Jackson Rd.  
Ann Arbor, MI 48103

## LEAD Institute Registration

To register online for the LEAD Program for High Potential Managers, or to learn more about LEAD, visit [www.leadinstitute.com](http://www.leadinstitute.com). You may also fax this form to 1-734-995-3434 to register and/or request additional information. Also contact us at 1-800-556-5222 or [gscg@ic.net](mailto:gscg@ic.net).

To register, please select one of the following program dates and fill out the form below.

### 2005 Program Dates

- February 28 - March 4
- May 2 - 6
- July 11 - 15
- September 26 - 30
- December 5 - 9

### 2006 Program Dates

- February 27 - March 3
- May 1 - 5
- July 10 - 14
- September 25 - 29
- December 4 - 8

Name: \_\_\_\_\_ Title: \_\_\_\_\_

Company: \_\_\_\_\_

Address: \_\_\_\_\_

City: \_\_\_\_\_ State: \_\_\_\_\_ Zip: \_\_\_\_\_

Phone: \_\_\_\_\_ Fax: \_\_\_\_\_ E-mail: \_\_\_\_\_

Contact information, if different from above:

Name: \_\_\_\_\_ Title: \_\_\_\_\_

Phone: \_\_\_\_\_ E-mail: \_\_\_\_\_

Tuition for the five-day course is \$3,550 USD, and includes: all instructional material, workshop manual, 360° leadership survey feedback, cocktail reception, breakfast and lunch every day, one dinner and all refreshment breaks.



### A Developmental Program for High-Potential Managers

6055 Jackson Road ■ Ann Arbor, MI 48103  
[www.leadinstitute.com](http://www.leadinstitute.com) ■ [gscg@ic.net](mailto:gscg@ic.net)  
phone 1-800-556-5222 ■ fax 734-995-3434

The LEAD Institute is an intensive, five-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.



A Developmental Program for  
High-Potential Managers

## The LEAD Institute for High-Potential Managers

*A developmental program where high-potential managers learn to:*

- ◆ Improve the performance of their work units, transform the culture and make them better places in which to work.
- ◆ Enhance their personal styles to have a positive impact on others.
- ◆ Improve their overall leadership and managerial effectiveness.



### A Developmental Program for High-Potential Managers



*"Having been to four or five of these types of programs, the uniqueness of the 360° feedback and analysis was far superior and makes LEAD the most useful"*

—H. Higgins  
Detroit Edison, Fermi-2

*"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, Federal Mogul Corporation



#### 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 five-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 week 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 week 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 week is used effectively in the workplace.

#### 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 week.

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                  |
| Belletech                | Lucent Technologies        |
| Bobrick                  | Michigan Dept. Corrections |
| BWX Technologies         | 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          |

*"LEAD is superior to other programs. It gives you information on style, leadership and culture change, ties it all together and shows you how it relates to your situation."*

— Martha Johnson, BWX Technologies

*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

A comprehensive process for improving personal, leadership and organizational effectiveness.

## Monday

### 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 — DISC**
- ◇ 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

- ◇ What to:
  - 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 Reviewed

### Personal Faculty Coaching Sessions

- ◇ Scheduled Appointments with Faculty

## Tuesday

### 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

### Personal Faculty Coaching Sessions

- ◇ Scheduled Appointments with Faculty

## Wednesday

### 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
- ◇ Delegation & Decision Making Effectiveness When to use:
  - Command Decision Style
  - Consultation Decision Style
  - Consensus Decision Style
  - Facilitating & Blocking Team Roles

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

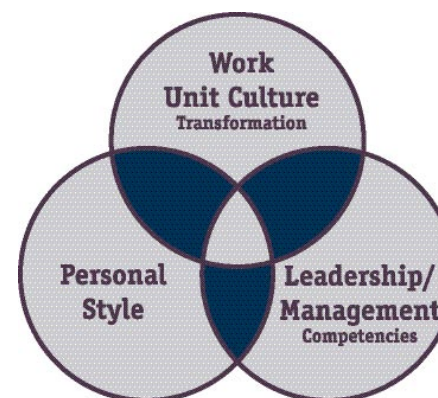
- ◇ Enterprise Culture Simulation
- ◇ Enterprise Current Culture Analysis
  - Positives & Negatives Analysis
  - Results/Competitive & Rational Goal Orientation Analysis

- ◇ 360° Producer & Director Management Competency Feedback & Analysis

- ◇ Enterprise Systems Levers for Performance Improvement

### Personal Faculty Coaching Sessions

- ◇ Scheduled Appointments with Faculty



## Thursday

### 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

### 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 Leadership Competency
  - Team & Human Resources Culture Change Plans
- ◇ Adhocracy Culture:
  - Innovator & Broker Leader Competency
  - Creative & Growth/Boundary Culture Change Plans
- ◇ Enterprise Culture:
  - Producer & Director Manager Competency
  - Results/Competitive & Rational Goal Culture Change Plans
- ◇ Hierarchy Culture:
  - Monitor & Coordinator Manager Competency
  - Rules/Position & Process Culture Plans

### Personal Faculty Coaching Sessions

- ◇ Scheduled appointments with faculty

## Friday

### Participant Change Plan Case Study Presentations

- ◇ Work Unit Culture Change
- ◇ Leadership & Management
- ◇ Personal Style

### Next Week on-the-Job — Define Short Term, Personal Behavior Changes Needed

- ◇ Behavior Changes Needed in Relationship to Boss
- ◇ Behavior Changes Needed in Relationship to Peers
- ◇ Behavior Changes Needed in Relationship to Direct Reports

### Participant-to-Participant Peer Feedback for Personal Improvement

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

### Session Closing — 12:00 Noon

*"Thank you - you developed a great program. You and your staff have put together the best management/ leadership class that I have ever had the privilege of attending. Great combination of theoretical knowledge, class participation & simulations, as well as real personal improvement plans. The pre-work and the 360 feedback took great academic knowledge and we turned it into action plans for personal change. Great job - Thanks."*

*— Neil O'Shea, Eaton Electrical*



"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



"I sent one of my managers to the LEAD program about 8 years ago. The resultant feedback was so positive and dramatic that I continued sending my existing leadership team and made the LEAD program a requirement for all new managers"

—Ron Papini  
VP of Central Zone  
EATON Electrical



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

**Participant Focused:** Even with all these and more topic areas covered during the week, you and the other participants in LEAD are the real subject matter for the week. 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.

**Faculty Facilitator Coaching:** The LEAD faculty stays involved and on-the-job with the participants for the entire week. 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.

## 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](http://www.leadinstitute.com), call Ms. Kate Kedroske at 800-556-5222 or contact us at [gscg@ic.net](mailto:gscg@ic.net).