

LEADERSHIP PIPELINE

What works and what doesn't in Leadership Management

GRAND HYATT, MUMBAI - 14TH & 15TH DECEMBER 05



Dear Friends,

For organizations to win, they must create a sustainable competitive advantage something unlikely without a robust leadership development process. Without leaders at all levels, project teams frequently fail or don't work at all, quality initiatives such as Six Sigma fail to bear fruit, mergers produce more conflict than cooperation, turnover is high, absenteeism is a constant problem, the organization continually suffers the loss of its best people, and too many employees put in the minimum effort that avoids being disciplined or terminated. Successful leadership development doesn't happen by accident it requires careful thought and planning, like launching a new product or entering a new market. To not to do so means a great deal of money will be lost or wasted. What complicates matters even more, is that there are many different leadership styles. For example, leaders tend to have two fundamental orientations, they either act to maintain the status quo or change the nature of things. Of the two orientations, organizations must strive to grow leaders who can transform the existing nature of things if that organization is to adapt and prosper in times of rapid external change.

This 2-day program covers what one needs to do to generate positive results between leadership development, transformational leadership and organizational performance.

-Murray Johanssen

Creating and sustaining a leadership development program:

- How successful organizations develop their leaders.
- The issues and pitfalls, why so much money is wasted and lost.
- Success factors and lessons learned from experience;
- To Lower the cost of training by fine-tuning an existing program.

Performing as a leadership change agent

- Characteristics of a change agent.
- Work through a step-by-step process to assess sources of resistance
- Devise execution tactics required for a change.

Understanding the major types of leadership styles one can develop

- Autocratic versus participatory
- Transactional versus transformational
- How to exercise influence
- Task and relationship orientation
- Assessing your leader knowledge

Key Learning Outcomes:

- How to measure results from a leadership development program
- Six fundamental truths that cannot be ignored.
- Determine the major types of influence needing development
- The component skills necessary to perform as an effective leader.
- Understand that power can be exercised towards a selfish or social ends.
- Determine task or relationship leadership styles and why both are important.
- Understand the many different varieties of leadership.
- How to assess the major types of influence used in the organization.
- What leaders do different from managers.
- Traits that predict leadership success.
- Component skills associated with leadership ability.

A large number of people get leadership confused with management, but they are really very different. Due to this confusion many people underestimate the importance of developing leadership skills.

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YOUR WORKSHOP LEADER

MURRAY JOHANSEN

Murray Johansen is the founder and president of Legacee Management Systems, Inc., a company specializing in providing the knowledge and developing the skills needed by transformational leaders. For many years, Mr. Johansen set-up trained and facilitated over 90 operational problem solving teams for a wide variety of companies in the manufacturing, banking, and health care sectors. However, some of these Breakthrough Teams did not do so well. What the underperforming groups had in common was a fundamental lack of leadership within the team.

In too many companies, a second problem surfaced a lack of leadership at the executive level. Consequently, fired-up employee teams, excited about making operational improvements, died, killed by the very managers who paid for the program in the first place. So the organization lost a powerful mechanism for lowering costs and improving quality. This led to his focus on leadership development; especially transformational leadership development

Besides running his own company, he serves as an instructor and visiting professor at the University of California, Los Angeles (UCLA), National University Singapore and Korea University, Seoul. Mr.

Johansen has a MBA from the University of Iowa and a M. A. in Psychology from Harvard University.

In this session you will discover the differences between management and leadership, and why leadership skills are critical for accelerating careers and achieving fast growing organizations. Learn the types of skills developed by successful leaders and the traits famous leaders perfect; the major leadership styles seen today and the ones we are likely to see in future

COURSE TIMING

8.30AM	Registration
9.00AM	Workshop Begins
10.30AM	Morning Refreshment
01.00PM	Lunch
02.00PM	Workshop Resumes
03.00PM	Afternoon Refreshment
05.30PM	End of Workshop

LEADERSHIP PIPELINE

DAY 1

Setting Up The Pipeline- 9 AM

Module 1: The Relationship Between Leadership and Organizational Performance

"If you think you're too small to make a difference, try sleeping in a closed room with a mosquito." -African Proverb

Like many strategic initiatives, it's extremely difficult to determine a strict return

On investment from leadership development. Research indicates there are important benefits none-the-less.

- 👉 Ways organizations measure results
- 👉 Why good management is not enough to develop great organizations.
- 👉 What leaders do differently than managers
- 👉 Six fundamental leadership development truths
- 👉 The symptoms of organizational dry rot

Benchmarking Exercise: Examine the success characteristics of organizations having robust Leadership Pipelines.

Module 2: Pipeline Set-up: The Organizational Assessment

"Assessment is the light that dispels the darkness of ignorance. If you don't know where you are, you can't tell where you are going."

- 👉 There are a number of issues and pitfalls to avoid. Some organizations due to their culture will have a tougher time developing existing and future leaders.
- 👉 Identify, assess and minimize the major risk factors affecting the likelihood of failure.
- 👉 Lower the cost of training by discovering why so much money is wasted and lost.
- 👉 Success factors and lessons learned from experience.
- 👉 To by fine-tuning an existing program.

Leadership Risk Factor Assessment: Discover the number and the nature of the risk factors that could cause a program to fail or under perform.

Setting Up The Pipeline

Module 3: Pipeline Set-up: Planning The Program

"Most men don't plan to fail, they fail to plan" -A Johannsen family saying.

- 👉 Once the risk factors are identified, one has to determine how to eliminate the most important ones and devise execution tactics.
- 👉 Get others on-board - communication, motivation, influence, vision, participation tactics
- 👉 Getting buy-in - how to design persuasive messages

Force Field Analysis: How to analyze whether the forces for leadership development can overwhelm the forces against it

"Whatsoever thou takest in hand, remember the end, and thou shalt never do a miss," or more simply, "Begin with the end in mind."

Module 4: Pipeline Set-up: Choosing Leadership Outcomes

- 👉 Overview major theories including: situational, emotional intelligence, Level 5, team, emergent, control, strategic, group facilitation, servant, charisma, transactional, visionary, influence-based, coaching, cross-cultural, and transformational.
- 👉 Key enabling skills such as communication, self-mastery, and motivation ability.
- 👉 Personality traits associated with effective leadership
- 👉 Key empowering beliefs such as locus of control and mental toughness.

"No one was ever lost on a straight road".

Day 1 course ends at 5.30 PM

LEADERSHIP PIPELINE

DAY 2

Defining The Aim of Leadership Development- 9 AM

There is no one theory, no one book that captures everything one needs to know to develop into a great leader.

One of the most important questions is to be clear on what types of leadership knowledge to use and skills to perfect. This section presents an overview of high impact, practical theories of leadership.

Module 5: Leadership Theories Key Theory 1: Influence Theory

Without influence, there can be no leadership.

Few managers fully develop their ability to influence to the fullest extent.

- ☞ Examine the major types of influence one could develop
- ☞ Why managers rely on authority and why leaders cultivate influence
- ☞ Understand more fully the nature of personal and positional power; selfish and social influence.

Video Case: Study and learn the nine major types of influence and the types of behaviors associated with each.

Power Space Assessment: Assess the major types of influence in use.

Key Theory 2: Situational Leadership

Your leadership style won't always work if you lack flexibility in dealing with individuals or situations

- ☞ Understand task or relationship leadership styles and why they are important
- ☞ Know the situational factors behind a particular style.

Theory 3: Emerging as a Leader

"If he works for you, you work for him" -Japanese proverb

Every time you change jobs or assume a new position in your company, you may be boss but you won't be their leaders.

- ☞ What people look for in a leader.
- ☞ How to use the law of reciprocity to influence without authority.

Defining The Aim of Leadership Development

Key Theory 4: Emotional Intelligence

Great leaders work through emotions and bring about emotional responses in people.

Few understand how it can be done, but it should be done.

- ☞ Why positives emotions push organizations forward
- ☞ The basis of EI: such as empathy and self-awareness

Key Theories 6: Self-Mastery Tools

Human beings are one of the few species that continue to repeat a pattern behavior long after it has outlined it usefulness.

If we want to transform others, we first must delve into changing our own thinking and behavior.

- ☞ Why change is so difficult
- ☞ Mental tools one can use

Key Theory 5: Transformational Leadership

"If you think changing your self is difficult, try changing others sometimes."

A competitive world has two possibilities for businesses. They can lose. Or, if they want to win, they continually change.

- ☞ Why transformational leaders are necessary for organizations to change and adapt
- ☞ Five principles that work

Video Case: Mapping transformational principles with behavior

Day 2 course ends at 5.30 PM

LEADERSHIP PIPELINE

2 DAY WORKSHOP

REGISTRATION

<p>INVESTMENT FEE:</p> <p>1 delegate - INR 19,500/- (base price) 2 delegates - INR 37,500/- 3 delegates - INR 52,000/- (10% discount on the base price) 5 delegates - INR 82,875/- (15% discount on the base price) Service Tax Extra (10.2%) As Applicable</p>	<p>TEAM DISCOUNTS:</p> <p>IBC recognizes the value of learning in teams. Group booking at the same time from the same company receive discount:</p> <p>*3 or more 10 % *5 or more 15% *8 or more 20%</p>	<p>VENUE :</p> <p>GRAND HYATT MUMBAI</p> <p>14th & 15th December 05</p>
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