

HIGH PERFORMANCE LEADERSHIP PROGRAMS



**Delivering
on the
promise
of
High
Performance**



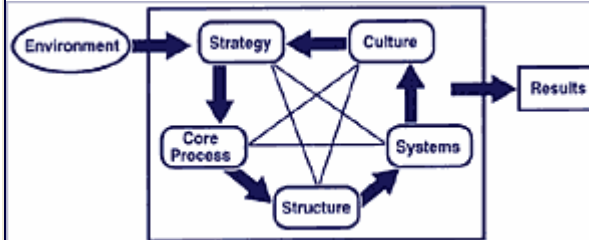
The Newman Learning Group Inc.

Assessing Your Organization for High Performance



The Newman Learning Group Inc.

All organizations are perfectly designed to get the results they get



By attending this program, you will learn a powerful framework to better understand your organization. The framework, known as the "transformation model," reduces the complexity of an organization to seven key elements that account for its

success.

These seven elements enable you to diagnose the current functioning of your organization and know where and how to make improvements.

What You Will Do:

During the program you will:

- Learn how to use the transformation model by applying it to a case study.
- Do a comprehensive assessment of the current performance of your organization.
- Benchmark your organization in relation to others within your community/industry.
- Develop a shared understanding of your greatest strengths and weaknesses.
- Target and prioritize the top opportunities for change.
- Develop detailed improvement plans.

Structure and Format:

This is a very "hands-on" program. During each module, you will:

- Learn the meaning of one of the seven elements of an organization's performance.
- Divide into small groups to assess your organization's performance on this element.
- Get back together and share your findings with the larger group.
- Summarize and identify key learnings and opportunities.

The program can be delivered in a modularized format (2½- to 3- hour sessions spaced over time) or in a 2 to 2 ½ day format. It usually involves not only the leaders of the organization but also other key people representing a cross-section of all employees.

"After attending, I felt like someone had turned on the lights in a dimly lit room. For the first time I truly understood how our company functioned and what we needed to do to improve our performance."

Program participant,

Coach Leatherware

Developing a High Performance Strategy

Competing to Win



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Laying the foundation for tomorrow's success while competing to win today



"If the answers to 'future' questions are not significantly different than the 'today' answers, there is little chance that a company will remain a market leader."

Gary Hamel and C.K. Prahalad, Competing for the Future, 1994

Most organizations face stiff challenges in today's marketplace. Changing demographics, new technologies, aggressive competition, and sophisticated consumers demand that organizations change the way they do business, or face extinction.

Too many organizations respond to these challenges by trying to do what they have done in the past. Those that thrive welcome change and renew themselves by aligning with current and future realities.

Core Strategic Decisions:

Strategy is defined as the way an organization meets the challenges and opportunities presented by its environment. It consists of a set of conscious choices about how it will deliver value to its customers and distinguish itself from its competitors.

By participating in this program, you and members of your organization will:

- Understand the challenges and opportunities present in your external environment.
- Identify assumptions about the future.
- Clarify a reason for being that motivates and inspires.
- Identify the principles by which people will conduct themselves.
- Define your future customers and how you will deliver value to them.
- Identify core organizational competencies needed to succeed in the long run.
- Create a long-term business focus and anchors that distinguish you from your competitors.
- Set short-term performance goals.
- Establish performance initiatives and a master plan to manage your organization's long-term development.

An Imperative:

Formulating a clear and compelling strategy is among the most important work that leaders of an organization can accomplish. It is not something that would be "nice to do" when they have more time, but is essential to their survival.

Developing High Performance Teams

What They are and How to Make Them Work



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Create an organization in which people's hearts are in their work



"The performance challenges that face companies in every industry...demand the kind of responsiveness, speed, on-line customization, and quality that is beyond the reach of individual performance. Teams bridge this gap."

Jon Katzenbach and Douglas K. Smith, The Wisdom of Teams, 1993.

Few would argue that people are an organization's most valuable asset.

Do you want better quality, faster response time, higher productivity, greater sensitivity to customers, improved profitability? People make these happen.

Unfortunately, many people are motivated by compliance. Their hearts are not in their work. They get by, do the minimum required, and watch the clock. The organization reaps mediocrity.

Other people are motivated by commitment. They care about the work they do, know that they are valued by their organization and can make a significant contribution to its success. The organization reaps vitality and excellence.

Why Teams?

High Performance teams are more than a group of people working together to accomplish a common task. They share a common vision and purpose that inspires their performance. They feel accountable for their work. They solve problems and make decisions and act like full partners in the business.

Attend this program and learn, from foremost experts in the field, how to create a team environment that results in outstanding performance.

What You Will do:

- Gain an understanding of how teams differ from traditional work groups.
- Create a team charter that includes a clear statement of your team's purpose, operating guidelines, performance objectives, and an ideal team vision.
- Learn good meeting management skills, critique your meeting effectiveness and develop action plans to improve your meetings.
- Identify your team's customer requirements and how these guide team performance.
- Analyze and streamline the core work of the team.
- Clarify team member roles and responsibilities and ensure greater accountability.
- Set up systems for measuring your performance, setting goals and tracking progress.

High Performance Leadership

From Control to Empowerment



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Bringing out the best in you so you can bring out the best in others



"Leadership is the pivotal force behind successful organizations. To create vital and viable organizations, leadership is necessary to develop a new vision of what they can be, and then mobilize the organization to change towards that vision."

Warren Bennis

and Burt Nanus

Leadership is a rich and meaningful word. It stirs up a sense of idealism, excitement, hope and courage. It is a word that inspires us to be our best; a word that we associate with those who have made the greatest difference in our lives. In short, leadership is a significant part of the answer to whatever challenges beset our organizations.

What you will gain:

High Performance Leadership: From control to empowerment will teach you how to be an outstanding leader within your organization. The principles and practices you learn in this program are based upon observation and research from the foremost authorities in the field of leadership. From the program you will:

- Understand the five practices of the worlds greatest leaders
- Create a clear and compelling vision of the future
- Find an appropriate balance between the five major leadership roles (technician, manager, trailblazer, architect and coach)
- Become a leader who empowers others and brings out their best
- Learn how to organize and manage your priorities so that big things control little things
- Recognize leadership qualities inside of yourself

Structure and Format:

High Performance Leadership consists of eight modules (each two to three hours in length) that are scheduled and delivered at least one week apart. The modules include numerous individual and group exercises that make the training come alive and ensure that participants translate the principles into a personal plan of action.

This program can be taught to a large group or even a single leader with the trainer acting as a personal coach. The number of participants, structure and format can all be tailored to fit the needs of your organization.