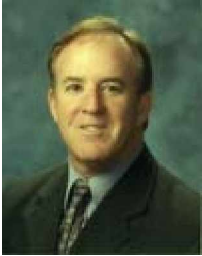


LEADERSHIP MENTOR

SPECIAL MIDDLE-EAST EDITION, n2 - 2005

Today's Articles



[Editor's Column](#)

[Case Study: A Senior Faculty Leadership Development Program – Singapore \(Part Two\)*](#)

[Leadership Questions](#)

For more leadership tips and advice visit www.institute-leadership-global.org, the new website of the Institute for Leadership and Global Education

Editor's Column

Greetings readers of Leadership Mentor – Middle-East edition, and welcome to our second edition! These past months have included wonderful opportunities to visit and talk with many from the Middle East. It has been a great learning experience listening and learning from conversations with representatives from the UAE, Saudi Arabia, Bahrain, Kuwait, Philippines, India, Pakistan, UK, the Netherlands, and the list goes on. The mix of diversity in Dubai is astounding both posing great opportunities from cross-cultural synergies, as well as conflict and disharmony.

One key learning is booming through all the talk....and that is the fact that **there is a tremendous need for new mind-sets, and new competencies to adequately respond to the accelerating growth and change present in Dubai, the UAE, and the whole Middle East region.** Cultural factors are uppermost to appreciate and understand and to build from an educational and training perspective. The simplistic assumptions that merely transferring ideas from the western leadership “gurus” will be enough has been de-bunked. The same applies to assumptions that merely staying within the cultural boundaries of the “past” and “what is” will suffice. This is indeed a time of “sorting out” real leaders from those who give “lip-service”, but who can’t walk the talk.



In this spirit, ILGE spreads its wings to bring new visions, new mind-sets, skills, and competencies for those bold enough to take a leadership pathway. We are making good strides now in several areas. To begin with, we recently held a very successful program (first of its kind in the Middle-East) – “Leadership EQ: How to Develop and Use Emotional Intelligence for Success (pt 2 of the Excellence in Leadership Certificate Program).” Attendees broke into new understandings and appreciations of the critical role that Leadership EQ plays in personal and organizational success. We bench-marked current strengths and

need areas, learned how to apply new tools to expand skills on the personal and leadership levels, and left the program with renewed energy and commitment to be a force for growth and change. **Unlike other “EQ” programs, “Leadership EQ” emphasizes the leadership dimensions and special challenges of integrating EQ into the role of the effective leader.**

I am convinced more than ever now that **“leadership EQ” holds a major key to opening the doors for real change within the executive suites and on the front lines in our organizations...be they private or public sector.** Traditionally educated managers, and even those freshly graduating from even the best universities and

THOUGHT FOR THE WEEK

A man’s mind, stretched to a new idea, never goes back to its original dimensions.

- Oliver Wendell Holmes

Spend some time this week reflecting on the fact that the most powerful gift we possess is the ability to adopt new ideas. Too often our days are consumed with not developing our own ideas and stretching our minds, but being satisfied with ideas already presented to us. Unlike the child who is questioning all and is readily open to the mystery of this world, we “adults” fall victim to the 21st century’s most virulent disease – “psycho-sclerosis” – or artificial hardening of the mind. Take a break from the TV, your mobile phone, the whirl of activity around you, and find some quiet moments to retrieve the questions you were asking yourself before you were rudely interrupted and told to “grow up”.

- Dr. John P. Keenan

colleges are unprepared to handle the emotional core realities of succeeding in the world of business and organizational life in the 21st century. Though technical expertise, financial savvy, and operational know-how will be of course critical to excel at, it will be the holistically education leader that will be up to the challenge as far as long-term success and accomplishments. In response to this need today, ILGE is committed to provide all the best in new learning models, approaches, and strategies to ensure personal and organizational success. This includes the careful integration of leadership EQ principles and dynamics throughout all levels of our programs. Most other training programs neglect this, as they focus on the more traditional conceptual dimensions of learning and development.

In order to be helpful to diverse organizations and their special needs, ILGE is now holding strategic meetings with varied organizations and groups in the area including the American Business Council, the Dubai Chamber of Commerce, the Dubai Development and Investment Authority (DDIA), the National Association of Freight Logistics, Hilton International – Arabian Peninsula, and the Abu Dhabi Municipality. If you or your organization would like to schedule a personal meeting, please contact me at john@institute-leadership-global.org....or call me at +971-50- 853-8235

Upcoming Programs and Services Available Now

Don't miss the chance to see first hand the power of our programs. ILGE is presenting part two of its new three-part **Senior-Level Executive Certificate Program - "High Performance Leadership for Executives"** - at Burj Al Arab in Dubai, Jan 31- Feb.3, 2005. It's focus is to help senior level executives gain powerful insights and ideas to unlock latent performance potentials for themselves and their organizations. We also will be presenting part of our well-established, four-part **Excellence in Leadership Certificate Program**, focused on helping mid-level managers, leaders, and other professionals unleash their leadership potential to better meet the leadership challenges in their own organizations. Part two will be a dynamic and stimulating three-day program titled **"Leading and Empowering High Performing Groups and Teams"** at the Jumeirah Beach Hotel, Feb. 7-9, 2005. Lastly, we will be presenting part 2 of our four-part **Foundations of Leadership Boot Camp: New Manager Certificate Program**. Part two is **"Mastering Leadership and Supervisory Skills"** –at the Jumeirah Beach Hotel Feb. 5-6, 2005.. This stimulating immersion program guarantees to unleash the leader within and how to successfully move from technical roles to managerial roles. The focus of this program will be on understanding the important aspects of decision-making and problem solving, performance management, delegation, and improving the productivity levels of staff and associates.

Global Expansion

In addition to our focus now on being a resource for executives and their organizations in the United Arab Emirates and the Middle-East, ILGE also has diverse projects planned for all corners of the world in the year ahead. Our goal is to establish strategic foundations and alliances for plans for **new centers in Trinidad-Tobago, Africa, Singapore, and China**. We recently conducted a successful Manpower Planning Training Program for the Trinidad-Tobago Ministry of Education and are scheduled to return in the Spring with a new alliance with the British-Caribbean Chamber of Commerce. We are also planning now for our inaugural leadership program on the continent of Africa in March. **We invite all readers of Leadership Mentor to join us in these efforts, and let us be a support for you in your own ventures and interests.** If you or your organization are in the venturesome spirit, and are seeking to play an increasing dynamic role in meeting the leadership challenges in your particular organization or area, we actively encourage you to contact us so we can be of assistance.



Please join others from diverse corners of the world, representing small and large businesses, for profits and not-for profits, and those from many walks of life who support our efforts for leadership development.

Consider yourself in that circle and share your perspectives and visions of change. If you have questions on leadership, or need help with the leadership challenges you face, I will be glad to assist, so please feel free to contact me at john@institute-leadership-global.org. Also, please check our website out for upcoming programs at: www.institute-leadership-global.org. Lastly, please feel free to enroll colleagues or friends in a subscription to our newsletter. I wish all readers continued success with your own work and the best of luck with the challenges they face.

Sincerely,

John P. Keenan, Ph.D.,
Editor, Leadership Mentor
President, and Professor of Leadership Studies

Senior Faculty Leadership Development Program: A Case Study in Professional Development (Part 2 of a 3 part study)

The Program - Background



This 20-day intensive program was developed and then conducted for Senior Faculty selected by Singapore's Ministry of Education. The program was designed to provide the necessary conceptual and skill bases of their senior faculty for new responsibilities and roles to be assumed. The program was also focused on providing attendees a significant "learning experience" that stimulated the development of their leadership skills and talents within the context of their school environment. The program included developing individual action plans for personal development after the program. The program also included special project team assignments charged with conducting an analysis of a particular problem at the school level as well as recommending a strategy and course of action to help improve school environments for faculty and students (see more detailed discussion below).

A primary objective of this program was to provide attendees with practical skills and techniques that would enhance their performance at their work place as well support the changes initiated by the Ministry of Education. Among topics included in the program were: (a) Leadership Development and Human Relations Skills; (2) Decision Making and Problem Solving Skills; (3) Coaching, Mentoring, and Communication Skills; (4) Classroom Management, Conferencing, and Observation Skills; (5) Strategic Thinking Skills; (6) Strategic Leadership, Planning and Change Skills and, (7) Managing Difficult Behaviors and Conflict Skills. Those satisfactorily completing the program received a certificate of acquired competencies.

Special Project Team Feature

The program included a special project team assignment with each participant randomly assigned to a team of four to five other colleagues with whom they worked for the entire length of the program. Each team had to focus on a real world problem in the schools that the team felt was interesting and important to address. A problem-solving model was presented as a guide to follow, and participants were provided guidelines on how to effectively work as a project team. Each team had to select a process observer who provided feedback on team performance based on an assessment inventory and who helped the team progress through the stages of group development. Project teams were to use as a resource content models, theories, best practices, and tools provided in the program. Project teams not only met during assigned time-blocks in the program, but also met outside of regular class time. A special field trip day was scheduled for teams to visit a school under study. The project team feature was one of the most valuable parts of the entire programme. Participants actively applied all they had learned in terms of conducting action-research on a significant problem for the schools. Each team had to make a formal presentation, with appropriate audio-visual support, during the last week of the programme. Teams provided recommendations on what specific actions steps were needed to be implemented for problem resolution.

Programme Evaluation and Outcomes

This was a ground breaking program in that senior faculty indicated that such a lengthy and customized programme had never been conducted for the Ministry of Education before. Comments at the graduation on March 12 were very positive and the group decided on their own to establish their own Senior Faculty Club with elected officers to help sustain the bonds established during the programme. Evaluation of key learning areas was based on a seven point scale with 1 being strongly disagree to 7 being strongly agree. The following statistics indicate the overall value of the programme ranked at 6.6 out of 7. This supports the conclusion that those participating in this 20-day programme felt they were receiving a good return for the time and fundings provided. The full statistics on content and presentation indicate:

A) Program Content

- | | |
|--|-----|
| 1) The module met my expectations/needs | 6.3 |
| 2) The module was personally beneficial | 6.4 |
| 3) I will be able to apply what I learned to my job. | 6.0 |
| 4) I will recommend this module to others. | 6.3 |

B) Presentation by Leader

- | | |
|--|-----|
| 1) The leader set objectives for the module at the beginning | 6.3 |
| 2) The leader presented the material well. | 6.0 |
| 3) The leader answered the questions clearly. | 6.2 |
| 4) The leader was enthusiastic about the material presented. | 6.2 |
| 5) Overall, the leader was very effective. | 6.3 |

c) The overall value of the programme to me was: 6.6

Comments (Sample Listing)

Testimonials gathered from participants indicated very positive feedback on their experience. They also provide support for having this programme being presented to other Senior Faculty not able to attend as well as to Principals, Vice Principals, and Department Heads. Comments included the following:

- Thank you very much for the privilege of attending this for 20 whole days. I feel invigorated, refreshed and ready to get on with the job.
- This programme was very relevant and I'm going back with my bag filled with goodies.
- Principals, Vice Principals, and Heads of Departments would benefit from this kind of training programme
- All Senior Teachers should go to this training.
- The programme was of enormous value. I feel re-energized, much better informed, and more confident as a result of attending it.
- Thoroughly enjoyable and of great practical use.
- Comprehensive and informative. Practical ideas for implementation.
- Thank you for bringing the course here to Singapore. It has been an enlightening time.
- Thanks for all the ideas you have presented.
- Thank you for facilitating all the wonderful and creative learnings. I will definitely put them to good use in my school. God bless you.
- I'm going to practice what I've learned in this course. Thanks.
- Thank you for all the good ideas you have imparted to me. God bless.
- What makes the course so motivating and energizing? Dr. John Keenan!! A big thank you.
- A "gold mine" of good ideas – been good prospecting these last few weeks with you. Best wishes for all your future endeavors.
- A big "thank you" for sharing the wonderful games and ideas.
- Thanks a lot for all the tips and tricks that you have imparted. I truly enjoyed the "Lost Dutchman" game. Lots of learning points.
- Thank you for the great time, great games, and great theories.
- I had a very good 20 days and go back enriched and challenged.
- I particularly enjoyed the MBTI with the associated activities and can see myself using that with beginning teachers.
- The "whole-brained leadership" is very meaningful. I'm going back to school with some ideas for improving the mentoring programme now that I've had much food for thought.
- This programme has exposed me to many new strategies that I can use in my school. The activities carried out were very relevant and gave me new insights to old problems.
- Constantly challenging, surprising and effective – very revealing, very practical, very exciting.
- Very interesting programme. Highly recommend for Principals/ VP/HODs.
- It opens up perspectives, provides tools/strategies on how to begin some change.
- Evaluation of self and organization was extremely helpful – provides great insights.
- John brought out the best in us.



Next issue of Leadership Mentor will continue discussion of this important case study of leadership development by ILGE.

Leadership Questions

Prominent Leaders

“All of the great leaders have had one characteristic in common: it was the willingness to confront unequivocally the major anxiety of their people in their time. This, and not much else, is the essence of leadership.”¹

- **John Kenneth Galbraith** (b. 1908), U.S. economist. *The Age of Uncertainty*, ch. 12 (1977), on his experience of the Nuremberg trials of Nazi war criminals.

- 1) ***Who does your culture recognize as a prominent leader, alive today, and what are her/his leadership strengths?***

The Best Leader

“As for the best leader, the people do not notice their existence. The next best, the people honor and praise. The next, the people fear, and the next, the people hate.”

- LaoTzu, 604-531 B.C. *Chinese philosopher and founder of Taosim*

- 2) ***What do you think Lao Tzu meant by his quote?***

“Perhaps in His wisdom the Almighty is trying to show us that a leader may chart the way, may point out the road to lasting peace, but that many leaders and many peoples must do the building.”

- **Eleanor Roosevelt** (1884–1962), U.S. columnist, lecturer. “My Day,” syndicated newspaper column (16 April 1945).

- 3) ***Who, within your culture, represent the “many leaders and many peoples” that Eleanor Roosevelt is referring to, and what is their story?***

Habits of Action For Leaders

“The secret of a leader lies in the tests he has faced over the whole course of his life and the *habit of action* he develops in meeting those tests.”²

- **Gail Sheehy** (b. 1937), U.S. journalist, author. *Gorbachev*, “Looking for Mikhail Gorbachev” (1991).

- 4) ***What “habits of action” are you personally developing to enhance the leader in you? How are continuing to develop your leadership skills?***

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WANTED

Entrepreneurs and Potential Associates

The Institute for Leadership and Global Education (ILGE) is looking for entrepreneurs who are interested in participating in our efforts to bring the best in leadership development and education to all reaches of the globe. We are looking for those interested in helping promote our programs and services as well as those who would like to teach and collaborate as an associate. Please send background info and details to john@institute-leadership-global.org

Contributors to Leadership Mentor Newsletter

John P. Keenan and Associates International is looking for authors and columnists who would like to share their talents and perspectives in our new Newsletter. Please send background, details, and sample of work to john@institute-leadership-global.org

The Institute for Leadership and Global Education (ILGE)

The Institute for Leadership and Global Education (ILGE) is an international and interdisciplinary, non-denominational institution of higher education providing leadership, executive, and organizational development programs and services to companies, organizations, associations, and governmental agencies around the world – including the United States of America, Singapore, Malaysia, United Arab Emirates, Egypt, Philippines, Ireland, Norway, Austria, Belgium, Greece, Turkey, Costa Rica, Argentina, Brazil, Mexico, Canada, Trinidad-Tobago, and Spain. With over 17 years of experience and accomplishments, we specialize in the development of leadership knowledge, skills and competencies through:

Leadership Development Certificate Programs for senior-level, mid-level, and front-line executives and managers with a concentration on a methodology that has demonstrated success in helping attendees tap latent potentials and achieve break-through thinking and learnings;

Executive Coaching, Counseling, and Mentoring Services inclusive of private, one-on-one confidential sessions focused on helping executives and other busy professionals stay at their peak performance levels in spite of increasing levels of stress and change; and

Organizational Development Interventions focused on optimizing an organization's performance through diagnosing and providing helpful treatments to improve an organization's health with respect to culture, communications, organizational systems, processes, structures, and policies

Consultation Services including:

- Individual, unit, & organization-wide assessments & needs analysis
- Conflict resolution, negotiation & collaborative problem-solving
- Dynamic and engaging presentation, retreats & keynotes to both small and large groups
- Guidance and facilitation of strategic planning & policy development
- Facilitation & guidance on organizational change initiatives
- Succession planning, position evaluations, appraisal & reward systems

John P. Keenan Ph.D. is president and Professor of Leadership Studies of ILGE and brings to his position over 29 years of experience and is internationally recognized as an organizational psychologist and as alder in the design and development of leadership and management educational programs. Some of his clients include: SONY, Caterpillar, Lucent Technologies, Honeywell, Lands' End, Harley-Davidson, General Mills, American Airlines, Ernst & Young, Asian Institute of Management (AIM), Singapore and Trinidad-Tobago Ministries of Education, Integrative Learning of Singapore, Posbank of Singapore, Civil Service College of Singapore, Camcar/Textron, Eaton Corporation, Bell Laboratories, U.S. Department of Energy, Ameritech, Fairchild Semiconductors, Alkar (a Division of DEC International), Sammons Financial Holdings, and American Institute of Banking.

Upcoming Programs and Appearances by Dr. Keenan

(For more information - contact Dr. Keenan at john@institute-leadership-global.org)

“Managers vs Leaders and Personal Style”

Jan. 11, 2005

Batavia, New York, USA

This dynamic and challenging workshop, through a series of interactive exercises and discussions, helps you learn how to apply the powerful “Situational Leadership” Model. The focus is on learning how to improve motivation and performance levels for yourself and others. You also explore topics such as characteristics and traits of effective leaders; traditional vs new approaches to leadership; how to diagnose the competency and commitment levels of others; alternative leadership styles; and the role of power, influence and authority. The program emphasizes that the leadership style you develop determines how far you'll advance in your organization, and how successful you'll be in your career. To unlock your leadership potentials, you need to develop a more flexible style and be able to work with many types of people and situations. In the workshop, you evaluate your leadership profile and its effectiveness as it relates to productivity, motivation, unit and job effectiveness, relations to higher-ups, and satisfaction. Lastly, you identify your special strengths and areas offering new opportunities and develop an action plan for improvements back on the job.

“High Performance Leadership For Executives”

Jan. 31-Feb. 2, 2005

Burj Al Arab, Dubai, UAE

(PART 2 OF A 3 PART “SENIOR-LEVEL EXECUTIVE” CERTIFICATE PROGRAM)

This practical, hands-on program provides an exposure to the concepts of high performance leadership, the nature and profile of a healthy organization and culture, and how to effectively uplift personal performance as well as improve performance at all levels throughout your organization. You will learn how today's most effective leaders, from high-powered executives to Olympic trainers, meet leadership challenges by using feedback from the top inventories and assessment tools available. You receive specific guidance on your current leadership, attentional, and interpersonal style strengths and areas needing improvement. You learn special techniques to focus your attention, achieve your goals and maintain peak performance levels. You will also assess your own organization's culture through the “Organization Description Questionnaire” (ODQ) and learn ways to create a culture of excellence. Core senior-level executive competencies focused on include: performance dynamics and techniques. building high performing teams, coaching for high performance, attentional and interpersonal style, and building a culture of excellence. Those satisfactorily completing the full program will receive a certificate from the **Institute for Leadership and Global Education (ILGE)**. For further information and/or to register for the program, please contact Dr. Keenan at “john@institute-leadership-global.org” or log onto <http://www.institute-leadership-global.org>

“Leading and Empowering High Performing Groups and Teams”

Feb. 7-9, 2005

Jumeirah Beach Hotel

(PART 2 OF A 4 PART “EXCELLENCE IN LEADERSHIP” CERTIFICATE PROGRAM)

At this hands-on workshop you learn how the best leaders move beyond basic team-building concepts and experiences, and how they avoid the common pitfalls that prevent teams from reaching their highest levels of performance. The program is grounded in the latest theories, research, and real-world case studies of high performing groups and teams. You will learn principles, techniques and skills proven to be the essential ingredients for building and empowering high-performance teams. You will understand how to develop and sustain a self-directed team that achieves performance goals, even in conditions of high stress and change. You also will learn how to facilitate team spirit and fully utilize team members' diversity through techniques for forming, leading, organizing, planning, and empowering action-oriented teams. Core competencies focused on include: developing high performing teams, leadership on the team, stages of team development, building a collaborative climate, and working with diversity on the team. Those satisfactorily completing the full program will receive a certificate from the **Institute for Leadership and Global Education (ILGE)**. For further information and/or to register for the program, please contact Dr. Keenan at “john@institute-leadership-global.org” or log onto <http://www.institute-leadership-global.org>



“Mastering Leadership and Supervisory Skills”

Feb. 5-6, 2005

Jumeirah Beach Hotel

(PART 2 OF A 4 PART “Foundations of Leadership Boot Camp: New Manager Certificate Program)

You develop “excellence” in leadership, supervision and management through continuing practice in the skills demonstrated by outstanding leaders and managers. Part 2 helps you become skilled in the “nuts and bolts” of leadership, management, supervision: delegation, performance management and problem solving. You learn to assign work in a manner that ensures understanding and willingness to cooperate, diagnose and solve problems quickly and successfully, and improve the performance of your best, average and marginal employees. Core competencies focused on include: performance management, coaching and providing feedback, decision making and problem solving, and delegating. Those satisfactorily completing the full program will receive a certificate from the **Institute for Leadership and Global Education (ILGE)**. For further information and/or to register for the program, please contact Dr. Keenan at john@institute-leadership-global.org or log onto <http://www.institute-leadership-global.org>

“Leadership EQ: How To Develop and Use Emotional Intelligence for Success”.

Jan 13, 2005, Dubai, UAE

For the Hilton International – Arabian Peninsula

Leadership and management literature suggest that the most important factor distinguishing effective from ineffective leaders is their understanding and use of emotional intelligence. A leader’s emotional intelligence includes their degree of self-awareness, ability to manage emotions, and ability to engender self-motivation. Emotional intelligence also focuses on an individual’s ability to relate well to others, be a mentor for other’s emotional development, foster a motivating environment, and manage conflict effectively. This skill building program provides tools, techniques, and an understanding of the guiding leadership EQ principles that address each of these critical areas. Through interactive exercises, assessments, and stimulating discussions, participants will learn how to develop their own EQ from a leadership framework, and understand how to facilitate the development of these skills in other individuals, teams, and in their organizational culture. The program also includes simulations as well as opportunities to practice skills, and development of a personal action plan to apply program insights back on the job.



“Managerial Effectiveness Skills”

March 26-27, 2005

Jumeirah Beach Hotel

(PART 3 OF A 4 PART “Foundations of Leadership Boot Camp: New Manager Certificate Program)

As manager, supervisor or team leader, you are responsible for developing a competent, committed team. Your responsibilities include leading both your work group and yourself toward success. Also, you must confidently lead ongoing change. During Unit 3 you master valuable techniques designed to help your team and yourself understand roles, goals and work processes. You also examine where you want to go professionally and personally, and what steps are needed to improve your professional and personal effectiveness. You discover methods for improving your emotional, intellectual and physical well-being. Core competencies focused on include: teambuilding, using power and influence effectively, managing change, and managing stress.

Leadership Skills for Managers: Reaching Beyond the Boundaries”

March 28-30, 2005

Jumeirah Beach Hotel

(PART 3 OF A 4 PART “EXCELLENCE IN LEADERSHIP” CERTIFICATE PROGRAM)

You learn how to use the most up-to-date models, skills and strategies for continuing to develop as a leader now and for your future success. Through a series of simulations, interactive exercises and discussions, you learn how to apply the powerful 8-Factor Leadership Competencies and Full-Range Leadership Models focused on improving motivation and performance levels for yourself and others. You also explore topics such as characteristics and traits of effective leaders; the role of charisma and vision; transformational versus transactional leadership; situational/contingency approaches to leading others; the role of power, influence and authority; linking organizational change to re-engineering, continuous improvement, cross-functional team dynamics and decision analysis. The program focuses on helping you identify your leadership style and then guides you on strategies for advancing in your organization and professional career. Learn how to unlock your leadership potentials by developing a more flexible style. Core competencies focused on include: developing 21st century competencies, leadership style and motivation, transactional and transformational leadership, vision and break-through thinking, personality type and leadership style.

“Transformational Leadership and Change”

April 2-4, 2005

Burj Al Arab, Dubai, UAE

(PART 3 OF A 3 PART “SENIOR-LEVEL EXECUTIVE” CERTIFICATE PROGRAM)

This dynamic and challenging workshop focuses on the critical strategic executive leadership skills required for encouraging and sustaining positive organizational change. Focus will be on fostering a culture of quality and excellence resulting in more critical break-through thinking, energy and motivation, and sustained productivity of individuals and teams. You participate through simulations, interactive exercises and discussions to learn how to apply powerful models to enhance personal and organizational performance outcomes. You will evaluate and benchmark your strategic leadership profile and its effectiveness as it relates to productivity, motivation, relations to higher-ups, and satisfaction. You will also assess yourself through the powerful “Strategic Leadership Styles Instrument” (SLSI) which helps individuals identify style preferences, facilitates discussion about organizational-style patterns, and stimulates discussion around the appropriateness of style preferences in the context of organizational goals. Core senior-level executive competencies focused on include: strategic leadership, systems thinking, planning and change, full-spectrum whole brain thinking and analysis, and creativity and innovation.

“Leading High Performing Teams: Emerging Perspectives”

April 18, 2005, Manama, Bahrain

Invited Presentation at the 8th International ASHRM Conference and Exhibition

(with Dr. Scott Simmerman)

This presentation focuses on emerging new perspectives on leading high performing teams in the 21st century. The session includes new models and approaches based on research studies across cultures, case studies, and best practices. This session will also include Dr. Simmerman's newest simulation, “The Collaboration Journey”, giving participants an opportunity to test ideas and experience new learnings through hands-on involvement. The focus will be on themes of leading high performing teams, communications, collaboration and planning to optimize results. The goal is to provide Middle-East HR Executives guidelines for understanding the important ingredients required to lead high performing teams in our changing global environment.

“Developing Leadership Competencies for the 21st Century: Emerging Perspectives”

April 19, 2005, Manama, Bahrain

Invited Presentation at the 8th International ASHRM Conference and Exhibition

This stimulating and engaging session focuses on emerging new perspectives on developing leadership competencies for the 21st century. Based on innovative action research studies across cultures, case studies and best practices, new models and approaches are presented to guide Middle East HR executives on future needs in our changing global environment.