

Leading Leadership Excellence Program

Inspiring, Encouraging, and Developing the Leaders of Tomorrow



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About Mays



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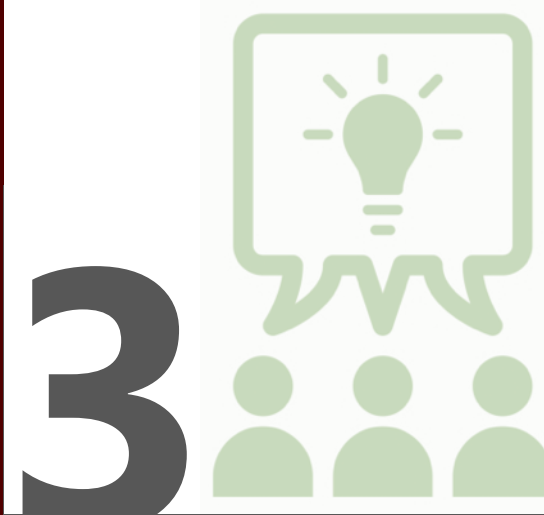
OUR DIFFERENTIATORS



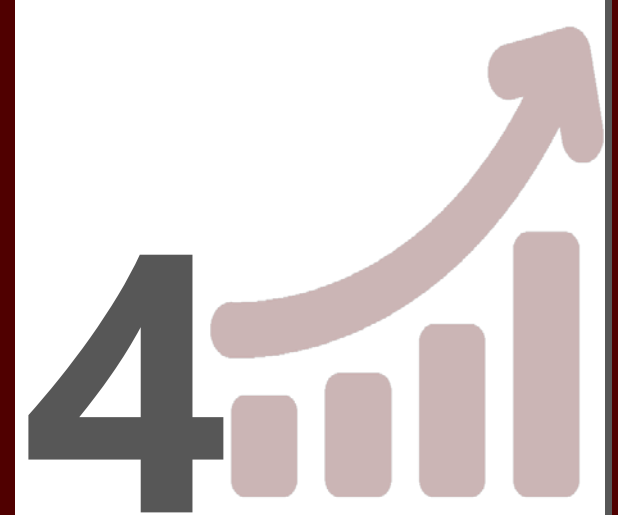
WORLD CLASS FACULTY &
PARTNERS ACROSS THE GLOBE



EXPERIENTIAL LEARNING
THAT IS RELEVANT AND
ENGAGING

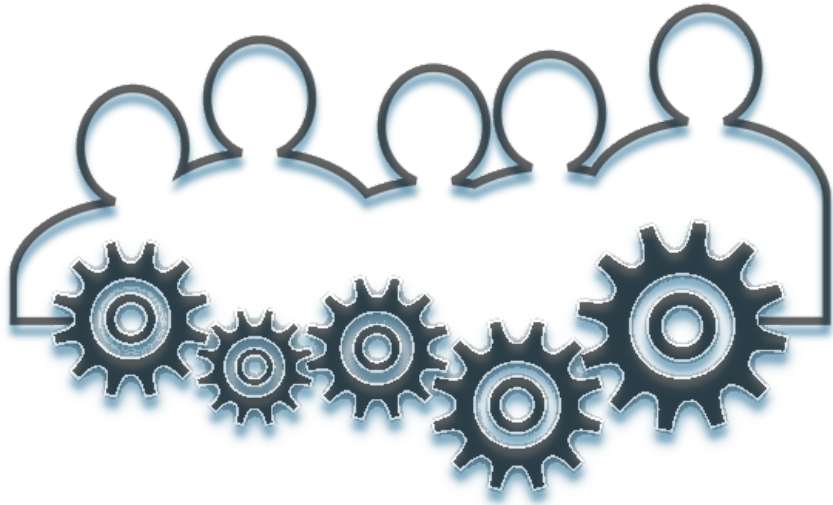


CO-CREATING SOLUTIONS
WITH YOU TO MEET YOUR
UNIQUE NEEDS



WE BELIEVE LEARNING IS A
CONTINUOUS PROCESS THAT
GOES BEYOND THE CLASSROOM

Integrate Learning with Business Strategy



Organizations that more directly *link learning to the strategic objectives* of their businesses are typically the best performing companies in their industries.

At CED we start the process of developing learning journeys by linking the client's business strategies to *100% customized program designs*.

We collaborate with the client to develop *measurable business outcomes* as a result of the L&D investment, resulting in the ability to develop leaders who can not only quickly drive required change but also align employees behind corporate strategy.

GLOBAL LEARNING EDUCATOR NETWORK



MAYS Business School World Class Faculty & Educators

Our Global Learning Educator Network (GLEN) allows our clients to receive customized learning from faculty and executive practitioners who currently or previously worked at the world's best business schools, global leadership organizations and Fortune 500 companies. We collaborate with our clients to select for the 'right fit' members of the MAYS Faculty who have the expertise and passion for guiding and challenging their leaders. Our GLEN executive practitioner partners are carefully selected for their ability to collaborate and custom design programs to meet our client's needs.

Our GLEN is made up of globally distributed, vetted educators who are...

- World-Renowned Academics
- Thought Leaders
- Consultants
- Experiential Learning Providers
- Facilitators
- Practitioners
- Authors
- Industry Experts
- Simulation Partners



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Center for Executive Development... What our programs can accomplish

- **Help the Executive team operate better:** build the skills and awareness that will help the team succeed as a unit – trust, communication, safety, collaboration, feedback, etc. – ***build a team from the “inside out”***
- **Build true empowerment as a leadership necessity:** Ownership must increase across the company for change to succeed -- leaders need to live and model this
- **Practice real collaboration** (which includes sacrifice) across BUs and through the marketing function – this is about changing mindset to be Givers
- **Gather and deliver feedback to increase awareness and trust:** Each executive will be interviewed before the program to understand context, gather data for feedback and prepare adequately
- **Complete assessments at a team and individual level:** Each executive will complete pre- and in-program assessments to identify opportunities and barriers to achieving team high performance and individual behavioral change
- **Create ONE Team:** build common language, routines and approaches to create togetherness and motivation
- **Grow team safety:** Focus throughout will be on building team psychological safety as performance and productivity will not increase without it
- **Increase individual awareness:** Awareness of individual and team behaviors will be critical – leaders must be able to see themselves clearly “in the mirror”
- **Create and implement transformation routines:** Performing routines that will build habit and accelerate team performance will be focused on at each level
- **Deliver Coaching:** Individual and team coaching – will be a key lever to drive growth



Methods / Experiences

In the following slides, we describe in more detail several educational methods and immersive experiences that are suggested in the design. These are only design options and are merely meant to represent the wide range of impactful methods and experiences we can bring to the Jacobs Manager Series.



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METHOD Matters



Most executive education relies heavily on traditional classroom activities – we use multiple innovative methods to our advantage

Employing a variety of learning methods is important because:

- Adults learn best from experience, discovery and practice
- Multiple learning styles allow completion of the learning cycle
- A variety of methods creates “stickiness”—compelling, enduring, effective learning
- Non-traditional methods can create openness and a safe environment for learning (experimenting)

-
- **Expert Panel Discussions**
 - **Experiential Learning**
 - **Executive Speakers**
 - **Action Learning Projects**
 - **Webinars**
 - **1:1 or Cohort Coaching**
 - **Business Simulation**
 - **Individual Diagnostic Tools**
 - **Case Studies**



EMPHASIS ON ENGAGEMENT

- ❖ Orchestration to increase engagement and retention
- ❖ Reflection Journals with goal setting
- ❖ Peer Feedback Groups
- ❖ Surveys/Interviews of Co-workers and Discussion
- ❖ Think, Pair, Share
- ❖ Silent Observations
- ❖ Team Challenges
- ❖ Ice Breakers/Day Starters
- ❖ Role Play
- ❖ Closing Action Plans/Commitments



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The Role of the CED Program Orchestrator



The Program Orchestrator will	Differentiator
Be part of the program design	Deeply understands the design and its connection to specific business outcomes. Able to connect to overall learning agenda and to individual participant interests.
Be the point of contact responsible for ensuring program organization	Ensures readiness. Introduces overall program, modules, educators and guests. Facilitates plenary discussions where needed.
Manage faculty	Coaches client organization leaders and faculty to insure learning integration and experience success.
Help make the connection between content areas	Serves as an intellectual “red thread” through the fabric of the program. Connects modules together; connects individual learning agendas to moments in the experience itself.
Understand and support different learning styles within the classroom	Encourages reflection and discussion; ensures that every voice is heard in the learning conversation. Adds points of clarification and emphasis where appropriate.
Ensure impactful application of the learning experience	Appropriately challenges participants to apply the learning experience to their real-world challenges and development needs.

Digital Virtual Learning



Experience a Texas A&M **Virtual Collaborative Classroom** that functionally is as good as attending a live class. Participants engage in a live and collaborative environment that's designed for group work and sharing. Participants' active participation is encouraged with polls and quizzes, break-out sessions and small-group discussions. Access to Chrome internet browser is all you need – no apps, no software, no hassle.



Texas A&M's **Virtual Reality Classrooms** are integrated into our custom designs to improve the way people learn, collaborate, and innovate together while geographically apart. We accomplish this by creating 3D virtual environments with avatars, spatialized voice and text chat capabilities, computer generated campuses with classrooms, breakout rooms, social areas, live internet and computer windows within the virtual world for the instructors and participants to use.



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Leaders Teaching Leaders

Industry experts provide practical learning experiences and best practices, especially for international participants. A panel discussion within a program will facilitate practical conversations about what's really happening in your business sector today.

In addition to our world-class faculty, our Texas A&M Global Learning Educator Network (GLEN) allows us to access executives from some of the leading companies in industries similar to or relevant to that of our client.

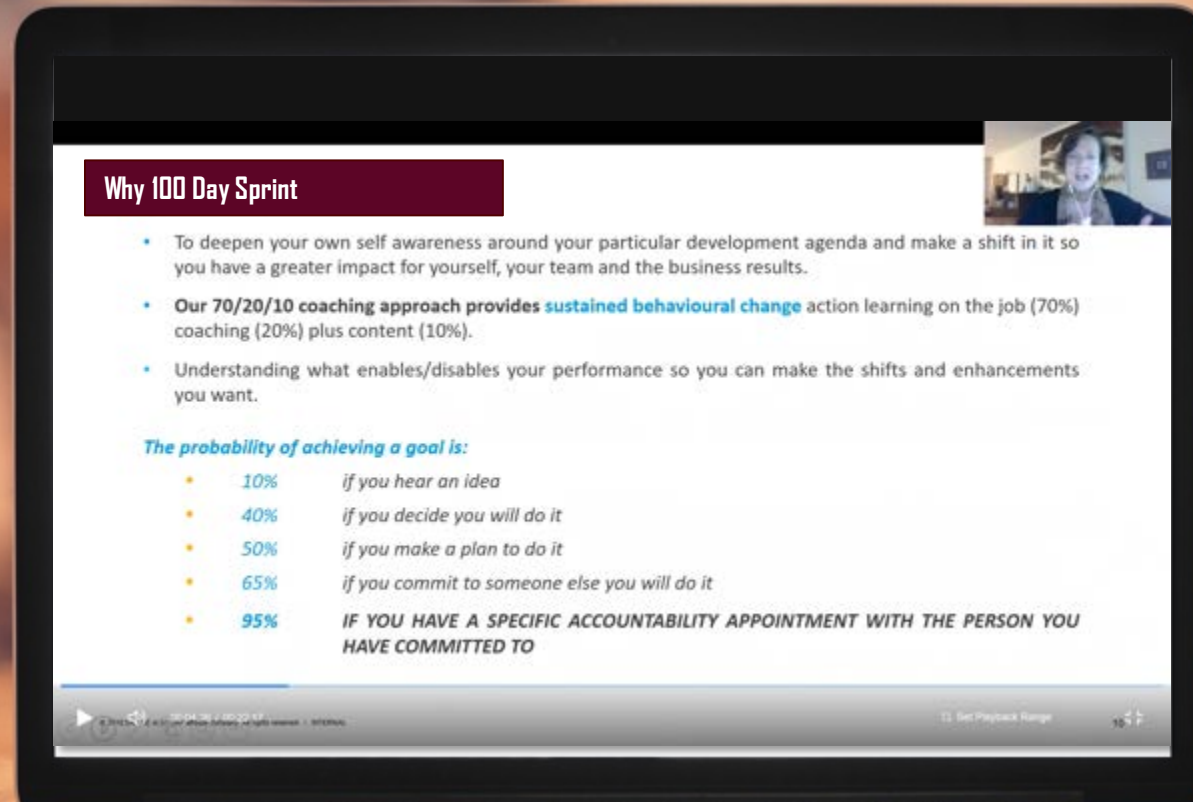
Industry Expert Roles:

- Motivational kick-off and closing messages
- Domain expertise
- Interviewee (interviewed by educator)
- Panel member
- Fireside chat (good for effective story-telling – usually with interviewer)
- Master of ceremonies or orchestrator (threads the entire program together, facilitating dialogue)
- Coach/Mentor/Sponsor – especially valuable for post program work
- Provider of a 'live case' – brings a real-life problem into the room for groups to solve

100 Day Sprint – Coaching for Behavior Change

The rise of mobile coaching technology allows us to do what was never affordable in the past, to actually impact behavior change in your Directors and embed and sustain the learning in a measurable way.

Facilitating lasting change requires more than just coaching sessions. Effective solutions offer a blended approach that integrates assessment, coaching, reinforcement learning, accountability, feedback from stakeholders and outcomes measurement



Why 100 Day Sprint

- To deepen your own self awareness around your particular development agenda and make a shift in it so you have a greater impact for yourself, your team and the business results.
- Our 70/20/10 coaching approach provides **sustained behavioural change** action learning on the job (70%) coaching (20%) plus content (10%).
- Understanding what enables/disables your performance so you can make the shifts and enhancements you want.

The probability of achieving a goal is:

- 10% if you hear an idea
- 40% if you decide you will do it
- 50% if you make a plan to do it
- 65% if you commit to someone else you will do it
- 95% **IF YOU HAVE A SPECIFIC ACCOUNTABILITY APPOINTMENT WITH THE PERSON YOU HAVE COMMITTED TO**

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Design Considerations

The following slides present several design considerations that we will want to discuss and finalize as the programs are created. We also give several options to financial and business acumen content and methods as that is such a key outcome of these programs.



Program Design: Mid-Level Manager Series

Day
01 AM/PM

Organizational Culture

- Defining culture, vision, and values
- Defining work group, section division and corporate culture and how do they mesh?
- What role does an effective manager and leader have in defining culture?

Managing Change as a Leader

- Adopting a champion's perspective of change
- Role leadership during change and transformations
- How is leadership different during change? What are the critical communications and behaviors?

Day
02 AM/PM

Value Creation

- Thinking beyond value for strategy formulation
- V-REEL model of value assessment and creation
- Competencies for strategic development
- The manager's role in creating value

Negotiations

- Negotiation, power, and personal ethics
- Distributive and integrative negotiations
- Fairness perception, ethics, biases, cultural contexts, and third-party influence and the outcome they bring

Day
03* AM/PM

Project Management for Leaders

- Managing a team V. Managing a project
- Motivating, engaging, and developing project teams
- Giving people the tools they need to succeed. Your followership and :

Project Management for Leaders

- Principals and practices of effective project management
- Using leadership, EI, communication and resource management to optimize results while managing constraints

Day
04 AM/PM

Communication and Emotional Intelligence

- ***This session uses the Eqi-2.0***
- What is EI and why is it critical
- Communicating effectively through EI.
- Using EI to prevent burnout, increase recruiting and retention
- How to increase your EI.

Interpersonal Dimensions of Management

- ***This session uses the Thomas Kilmann Instrument***
- Managing different people styles
- Dealing with conflict and difficult people
- Leveraging your own style to be more effective as a leader

Day
05 AM/PM

Leading High-Performance Teams

- The difference between project teams and work teams
- Motivating, Engaging, and Developing teams
- Leadership based on followership
- Giving people the tools they need to succeed

Growth Mindset

- Growth mindset to drive change and ensure success of initiatives
- Dealing with setbacks, fear of failure, criticism, and blockages
- MAKE the weather in the workgroup, don't react to it.

Program Design: Executive Series

Day
01 AM/PM

Opening the Aperture

- Futurist Garry Golden gives a provocative look at specific industry global and local markets and emerging trends
- How to think about the status and future
- Potential realities and implications

Opening the Aperture

- What trends will most likely impact YOUR industry—group discussion
- How do you begin to prepare for impacts
- Group discussion to brainstorm critical points for internal company dialogue

Day
02 AM/PM

Leadership and Culture

- ***Uses the Hogan Personality Inventory to leverage culture impact***
- Create scalable, collaborative, future-fit culture norms
- Team discussion of challenges
- Leadership styles and managing personal liabilities

Leadership and Culture

- Self vs. Other awareness in global teams
- Values, preferences, and the affect on leadership
- Developing a contingency approach to leading across different work groups and cultures

Day
03* AM/PM

Strategic Decision Making

- Scientific strategies for reducing errors and increasing insights
- What patterns emerge for problem assessment and decision making in your company?

Strategic Decision Making

- Visible and invisible solutions
- Using EI and personal leadership characteristics to enhance decisions and increase buy-in
- The role of influence and stakeholder management in decision making

Day
04 AM/PM

Creating One Team

- What are the elements of developing a winning mindset?
- The trust management Process
- Learn how to shift beliefs and increase engagement

Creating One Team

- The dysfunctions of a team (Lencioni) and how to address them
- Teams, leadership, and change
- Staying connected virtually
- Maintaining psychological safety for the group and addressing communication

Day
05 AM/PM

Innovation

- Strategic agility and staying aligned with markets
- Managing the tensions: Balance ST vs LT, Balancing values & growth
- Business models and financial analysis / Value creation and resource allocation

Innovation

- The manager's role leading innovation to profitability
- How firms compete and what capabilities are valuable.
- How does innovation impact how organizations compete?

*Optional Simulation: Hydro Laos

*To enhance team interaction and active learning in virtual programs, a simulation is a valuable and proven learning tool. The Hydro Laos simulation can be offered a stand-alone virtual course in addition to a 5-day programs content, or can replace **DAY 3** in either the **Executive Series** or the **Mid-Level Manager Series** if they are offered virtually.*

Whether within a complex organization and/or operating within a complex stakeholder environment, building support and consensus is essential. This simulation provides a systematic way of handling the nonrational factors that drive human behavior.



The Hydro Laos simulation delivers a direct experience of managing relationships and winning support for a sensitive environmental project. Navigating the corporate, political and social issues requires sensitivity for the key issues and people involved.

KEY FEATURES

- Tracks the opinions of colleagues and key stakeholders
- Dynamic communication and messaging tools
- Realistic business scenario with people/profit tradeoffs
- Includes character psychological modelling along rational, social and communication dimensions

KEY LEARNING OUTCOMES

- Balancing economic and financial impact with the need for stakeholder buy-in
- Developing, using and adapting a communication strategy to gather and disseminate information
- Profiling and prioritizing key stakeholders
- Understanding the importance and use of networks
- Developing intercultural sensitivity

Key Program Elements: Individual Assessments



(To be used in the Mid-Managers Course “Leading with Emotional Intelligence”).

- The EQ-i instrument assesses emotional intelligence – identifying opportunities as well as areas for improvement for leaders to improve their leadership and personal impact and effectiveness.



(To be used in the Mid-Managers Course “Interpersonal Dimensions of Management”).

- The Thomas-Kilmann-Conflict Mode instrument identifies a leader's conflict management preference and “go to” style – with this knowledge a leader can choose to respond more strategically and productively in conflict situations and exercise EQ with greater effect.



(To be used in the Executive Series course “Leadership and Culture”).

HPI-Personality Inventory diagnostic. What can we understand and how best to utilize the approaches that work for us and our business.

Educators

Representative Sample

The educators shown in the next few slides are representative of the caliber and depth of our educator network. We will undoubtedly want to use several of them in the proposed programs but will also need to call on others not listed as we continue to design and build a program to perfectly fit your needs.



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Dr. Jared Bleak

Jared is a thought leader, advisor, teacher, and coach specializing in accelerating leadership, formulating strategy, increasing performance, and leading change. Jared consults with leaders and companies to achieve greater levels of effectiveness, productivity and success by working with organizations and leaders to become more skilled at creating and translating strategy, leading change, creating cultures that support agility and innovation, and communicating more effectively. He has worked directly with and coached CEOs and executives of many globally recognized brands, including Coca-Cola, Verizon, American Express, PwC, Cisco, Chanel and others. He consults and advises regularly on strategy, change leadership, innovation and creativity, team performance and other topics. He has helped to build leadership programs and change processes for some of the world's leading global companies – to execute strategy, build leaders, and transform organizations.

A former partner with Mercer Consulting and former Executive Director at Duke Corporate Education, Jared has also served as faculty in Duke University's Psychology & Neuroscience Department, The Harvard Institute for Higher Education, and the Executive Leadership and Management Institute at Stanford University. He began his career at Harvard University, where he taught courses on leadership and management.

He is currently affiliated with Texas A&M's Mays School of Business and is managing partner of Authentic, an advisory firm specializing in talent strategy and leader development.

Jared is author of *The Leadership Advantage: How the Best Companies are Developing Their Talent for Future Success*, which documents best practices in leadership development. He has written and published numerous other book chapters and articles and has been quoted in the *Wall Street Journal*, *The New York Times*, *The Financial Times*, and other business and education publications.

He holds masters and doctoral degrees from Harvard University and a bachelors degree from Brigham Young University.





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Dr. Bridgette Chambers

Dr. Bridgette Chambers is an Executive Professor for the Department of Management in Mays Business School at Texas A&M University. She is also an American Business Association award-winning executive, turnaround expert, growth strategist, and successful business author. Professor Chambers has been recognized more than a dozen times by the American Business Association, including Turnaround Executive of the Year, Maverick of the Year, and Female Executive of the Year. Professor Chambers released the highly acclaimed “Profitable Problem-Solving” in 2015 and co-authored “From the Court to the Boardroom” in 2017 with four-time gold Olympian and Naismith Memorial Basketball Hall of Fame member, Lisa Leslie. Chambers’ executive appointments include CEO of Constellation Research, CEO of Americas’ SAP Users Group, and Chairman of BGBC Management. Professor Chambers is a well-known keynote speaker and a frequent guest lecturer with Tulane University and Prairie View A&M University. Professor Chambers proudly began her career in leadership by enlisting in the US Army Reserves and later the Texas Army National Guard. She received her undergraduate degree from the University of Houston, her MBA from Texas A&M University, and her Ph.D. from Northcentral University.





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Dr. Ben Welch

Dr. Ben D. Welch serves as Executive Director of Halliburton Programs for the Center for Executive Development (CED) and Clinical Professor Emeritus for the Department of Management in the Mays Business School at Texas A&M University. Ben also served as Assistant Dean for Executive Education for the CED for many years. The CED is a top-quality designer and provider of creative and innovative executive education and management programs.

Ben received his Bachelor of Science in Business Administration from the University of Dayton, his Master of Science in Human Resource Management from Houston Baptist University, and his Ph.D. in Educational Curriculum & Instruction from Texas A&M University.

Ben has taught various leadership topics to executives at leading corporations around including, Halliburton, Brown & Root, United States Department of Agriculture, Law Enforcement Management Institute, Amoco, McDonald's, Reliant Energy, Texas Oil & Gas Association, St. Joseph's Regional Health Center, and Baker-Hughes Atlas.





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Dr. Mario Moussa

Mario Moussa is a member of Texas A&M's Global Learning Educator Network (GLEN), a noted author, keynote speaker, and management consultant who advises senior leaders about top team effectiveness, organizational culture, and large-scale change initiatives. He has delivered workshops on leadership, strategic persuasion and collaboration to thousands of executives in New York, San Francisco, Beijing, Shanghai, Mumbai, Sao Paulo, London, Istanbul, and other major cities around the world. His work has been featured on National Public Radio as well as in leading publications, including Time Magazine, Business Week, U.S. News and World Report, Fortune, Forbes, Inc., Entrepreneur, The Economist, The Financial Times, and The Philadelphia Inquirer.

He has also led the design of customized leadership development programs for organizations in a wide variety of sectors, including financial and professional services, pharmaceuticals, energy, healthcare, higher education, and government. By connecting the classroom and the boardroom, he closes the gap between cutting-edge research and business experience. His work is based on simple, repeatable techniques that deliver results in today's turbulent economic climate.





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Garry Golden

Garry Golden is an expert on how social change and technology disruptions shape industry transitions. His foresight has informed organizations like Accenture Operations, Boston Scientific, and Microsoft.

Garry is a professionally trained futurist who writes, speaks, and consults about the driving forces that will shape society and business in the 21st century. His uncanny sense of what will hit—and what won't—can be seen in FutureThink's research and heard in his international keynotes and corporate change leadership seminars. His talks on how to align business outcomes and talent development to coming market transitions have been shared with and implemented by such organizations as Disney, Goodyear Tire, Hartford Insurance, and Reliant Energy.

Garry serves as Adjunct Lecturer on the Future of Energy and Environment for the University of Houston. He has consulted on projects as diverse as the future of financial services; utilities; transportation and supply chains; and healthcare. An expert communicator, Garry has brought his avant-garde thinking and provocative approach to change to audiences at TEDx, Wharton, the Cheung Kong School of Business in Beijing, and beyond.

Garry attended the University of Wisconsin-Madison and received his Futures Studies degree from the University of Houston.





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Dr. Emre Soyer

Emre Soyer is a member of Texas A&M Global Learning Educator Network and, a behavioral scientist and the founder of SOYER Decision Advisory, which offers organizations talks, workshops, and projects on strategic and creative decision making. He is the co-author of *The Myth of Experience: Why we learn the wrong lessons and ways to correct them* (Hachette, 2020). His methods help decision makers avoid costly errors and increase valuable insights as they deal with uncertainty and complexity.

Dr. Soyer has been working both with international business schools (including Mays Business School, INSEAD, Cass Business School, TUM, ESSEC, SDA Bocconi, St. Gallen) and companies from a wide range of sectors (including Google, Amazon, Microsoft, HSBC, BBVA, ING, Accenture, AXA, EY, Pfizer, Turkish Airlines, TBWA). Beyond his scholarly research, his articles have been published in *Harvard Business Review* and *MIT Sloan Management Review*, and he has given TEDxOZU and TEDxIstanbul talks.





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Dr. Cynthia Devers

Cynthia E. Devers is The Lawrence E. Fouraker Professor in Business and Associate Department Head of the Management Department, in the Mays Business School at Texas A&M University. She is also an International Research Fellow at the Centre for Corporate Reputation at the University of Oxford. Her work has been published in strategy and management journals, including Academy of Management Review, Academy of Management Journal, Strategic Management Journal, Organization Science, Organizational Behavior and Human Decision Processes, Journal of Management and others. In her research, she draws on behavioral decision and social psychological perspectives to examine the roles formal and informal governance mechanisms, social evaluations and gender play in individual, group, and organizational behavior and outcomes. She received her Ph.D. in Business Administration from the Broad College of Business at Michigan State University.





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Dr. David Flint

David Flint is a Clinical Professor for the Department of Management in Mays Business School at Texas A&M University. He is also a mentor, musician, world traveler, and, as an entrepreneur, a habitual risk taker. Dr. Flint has been engaged in entrepreneurial activities since the early 1980s across multiple industries and is presently involved in board and leadership positions across business endeavors in software applications, real estate, and insurance. Dr. Flint serves on the board of several not-for-profit organizations with both domestic and international activities and is passionate about helping businesses, entrepreneurs, and individuals succeed. His book *Think Beyond Value* will present the V-REEL Framework and provide an easy-to-read and practical resource for any organization or individual seeking to think critically through ideas and shape sound strategy. He received his BA from Grand Canyon University, his MM in International Management from The American Graduate School of International Management, and his Ph.D. in Management from Texas A&M University.





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John Krajicek

John Krajicek is a Mindfulness & Emotional Intelligence based coach & retired Executive Professor. In his role as Executive Professor of Business Communication for the MBA Programs of Mays Business School, and through his current consulting practice, John has coached thousands of professionals on communication skills, self-awareness, emotional & social intelligence, mindfulness, and professional presence. John is also a musician, artist, meditation teacher, and a dynamic and entertaining speaker. In his coaching, workshop facilitation, and speaking engagements, John draws on his own practice, experience, and research, as well as his formal training in Emotional and Social Intelligence (EQ-i and ESCI), Mindfulness Based Stress Reduction (MBSR), and Coaching (Co-Active Training Institute). During his 25-year teaching career, Professor Krajicek was the recipient of many teaching awards, including two awards from the Texas A&M University Association of Former Students. John is also a former Certified Public Accountant. He received his BA & MSA both from North Texas State University and his MA from the University of North Texas.

