

Leadership Summit Series 2011

AN INTENSIVE RETREAT FOR TODAY'S LEADERS

with
Predictable Results in Unpredictable Times

Conducted & Delivered by

Michael Simpson

Global Director, FranklinCovey and
Columbia University's Executive Coaching Practice

Rajan Kaicker

Executive Chairman and Managing Director
FranklinCovey India & SouthAsia

Inauguration by Shri Amolok Rattan Kohli
(ex Governor of Mizoram)

A Visionary Leader in Education and National Development

&

Keynotes by Reputed Business Leaders

at

Mumbai

10th to 12th February 2011



Our Distinguished Faculty



Rajan Kaicker

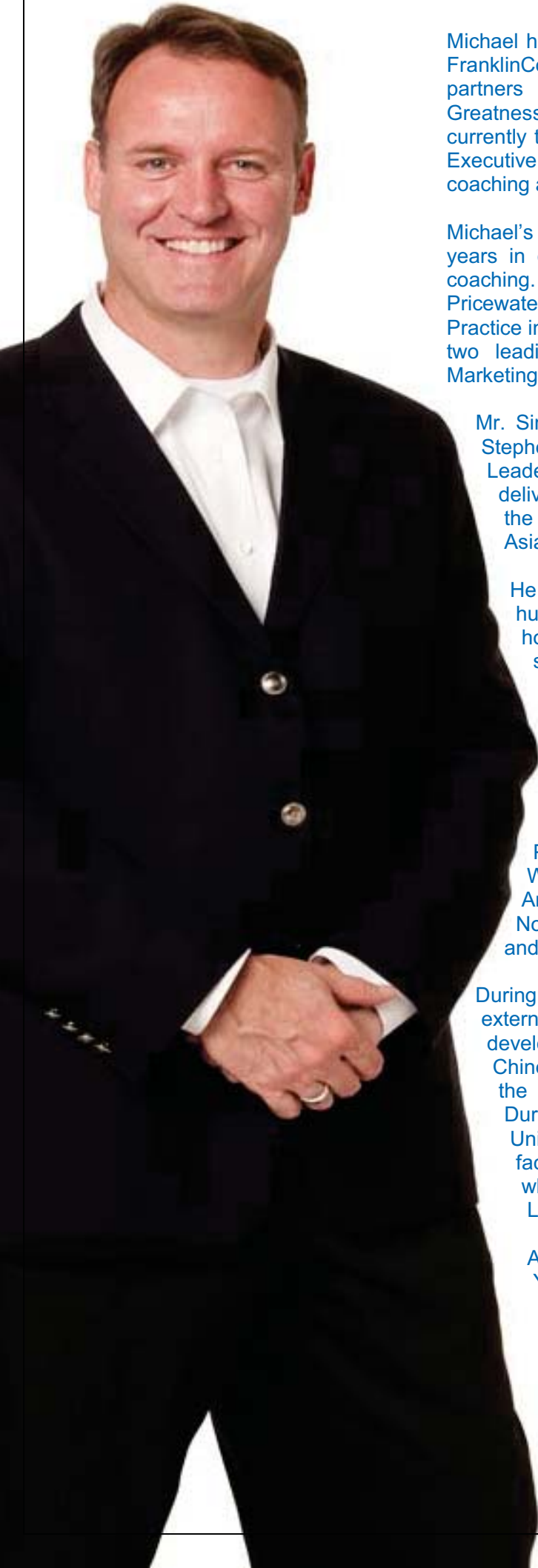
Executive Chairman & Managing Director,
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Coaching Practice



Michael Simpson



Michael has worked for over 16 years in the Global Delivery Practice at FranklinCovey. He is a Senior Consultant based in the United States and partners with clients' worldwide in Executive Coaching, Leadership Greatness, The 4 Disciplines of Execution, and The Speed of Trust. He is currently the Global Director of FranklinCovey and Columbia University's Executive Coaching Practice. He conducts one on one executive coaching and certifies executive coaches worldwide.

Michael's real-world, practical business experience and career spans 25 years in corporate leadership, management consulting, and executive coaching. Michael was a Principal Consultant for PricewaterhouseCoopers (PwC's) Strategic and Organizational Change Practice in New York City. He held Vice President executive positions for two leading technology companies as Vice President of Sales & Marketing and Vice President of Business Development.

Mr. Simpson has been on faculty for three years teaching with Dr. Stephen Covey and Dr. Ram Charan at Covey's Executive Leadership Summit held at Deer Valley, Utah ski resort. He delivers, trains, and coaches senior leaders' and managers' in the U.S., North America, Mexico, South America, South East Asia, China, Europe, Russia, and the Middle East.

He has trained and coached thousands of senior leaders and hundreds of teams across many different industries, including: hotel, hospitality, food services, consumer products, financial services, grocery retail, telecommunications, aerospace, engineering, information technology, manufacturing, healthcare, pharmaceutical, and chemical industries.

Mr. Simpson has led 5 of the top 10 largest 4 Discipline's of Execution roll-outs with global clients. He has consulted, coached, and advised many of the world's top leaders' and organizations' including: Marriott Hotels, Eli-Lilly, Frito Lay, Procter & Gamble, Nike, Coca-Cola, Microsoft, HSBC Bank, Whirlpool, IBM, EDS, IC Company's, Chiquita Brands, American Express, Lockheed, John Deere, Goodyear, Mobily, Nokia, Verizon, Cingular, Juniper Networks, Cummins Engine and many other great companies.

During 1995-96, Michael worked in Guangzhou, China as an external consultant for Nike Corporation. He designed and developed a year-long 'high-potential leadership program' for Chinese *managers and supervisors*. This course was rated as the #1 development program for Chinese managers at Nike. During this time, he was a university professor at South China University of Technology in Guangzhou. He is an adjunct faculty member for Columbia College's School of Business where he has taught classes in Organizational Behavior and Leadership.

Academically, Michael received his bachelors from Brigham Young University and his masters from Columbia University in New York City.

Michael has been married to his wife Cynthia for 14 years and enjoys being a father to four wonderful boys, Zachary, Luke, Jacob, and McKay. He enjoys snow skiing, mountain biking, scuba diving, and spending time with family and friends.

Please join us in welcoming Michael Simpson.

Rajan Kaicker

Mr. Rajan Kaicker is **the Executive Chairman & Managing Director of Franklin Covey – India and South Asia**, which is the largest company globally in personal and organizational effectiveness serving over 75% of the Fortune 500 and 90 % of the Fortune 100.

He is also the **Executive Chairman of Results Coaching Systems – India and South Asia** and on Franklin Covey's **Board of Center for Advanced Research** and is rated as amongst the top facilitators and speakers in India and South Asia. He is also a member of Franklin Covey's Global Advisory Board, which is constituted by the top 25 people from Franklin Covey worldwide.

Rajan has worked with premier organizations and with a wide range of Leadership groups across diverse industries including airlines, logistics, hotels, retailing, services and media. He is a strategic business professional with over 29 years of experience with significant global exposure.

In his total work experience of over 29 years he has Top Management experience of more than 18 years at various positions of Managing Director, Group CEO and CEO at different companies such as Modi Enterprises, Airborne Express, UTV Group, UPS, FedEx, East India Hotels to name a few.

He is a **Global Master Trainer** with Franklin Covey in the majority of the curriculum and a **Certified Executive Coach** from **Columbia University**.

In the capacities above he has provided **direct advice to leaders globally** on their role in a change environment, how that role should be performed and the particular behavioral competencies the leader needs to demonstrate. In addition he has provided Executive Coaching and Mentoring support to Leaders across industries.

Major organizations with which Rajan has worked recently on Leadership and Execution include Infosys, DuPont, Nomura, Unilever, Crisil, UTI, Genpact, IBM, Convergys, Tata AIG, Sun Microsystems, Oracle, Hindustan Petroleum, Wipro, American Express, Ericsson, Citibank, Reliance Industries, Clariant Chemicals etc.

Rajan has a Masters in Business Administration with A specialization in Sales and Marketing. His interests include golf, music and photography. He lives in Mumbai with his wife Rajita, son Rushabh and daughter Kanchaan.

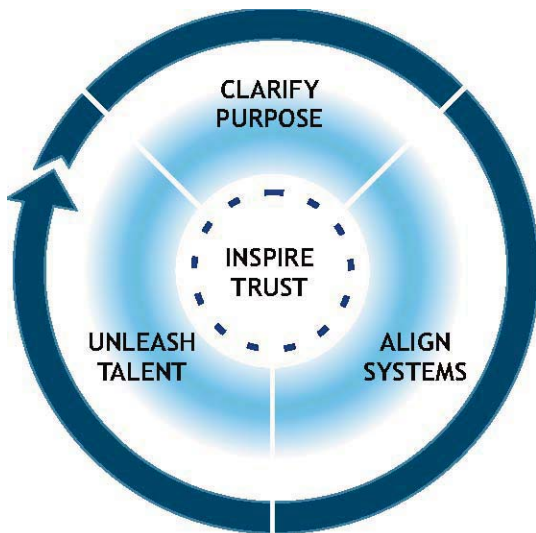
Please join us in welcoming Rajan Kaicker.



Today's Leadership Crisis

The transition from the Industrial Age to the Knowledge Age has resulted in four chronic problems faced by today's leaders. These include:

1. **Trust in leaders at historic lows.** Just when the payoff for trust was never higher, we have wary customers, hesitant partners, a cynical public, and suspicious employees.
2. **Strategic uncertainty.** Challenges that once took years to materialize now arise overnight; competitive advantages vanish, governments vie for capital and talent—and hyper-paced technological change means that someone on the other side of the world just turned your business on its head.
3. **An ominous shortage of experienced leadership.** In some countries, throngs of leaders are retiring. And other rapidly-growing countries lack qualified leaders. The result? Inconsistent execution, weak decisions, missed opportunities, and unfulfilled employees.
4. **The war for talent.** Just when the right idea can change an industry, knowledge and creativity are at a premium—and totally mobile. People no longer satisfied with just showing up want to make a difference. The best people hire their employers, not the other way around. And the contribution they can make is more motivating than their pay check.



Solution:

Leaders unleash talent and capability by carrying out the 4 Imperatives in a “whole person” way. They are sequential in that one builds upon another, and simultaneous—meaning that you must constantly pay attention to all four in order to sustain outstanding performance.

Great Leaders can be defined as having these 4 Imperatives:

1. **Imperative 1: Inspire Trust**—to build credibility as a leader, so that people will trust you with their highest efforts.
2. **Imperative 2: Clarify Purpose**—to define a clear and compelling purpose that people will want to offer their best to achieve.
3. **Imperative 3: Align Systems**—to create systems of success that support the purpose and goals of the organization, enable people to do their best work, operate independently of you, and endure overtime.
4. **Imperative 4: Unleash Talent**—to develop a winning team, where people's unique talents are leveraged against clear performance expectations in a way that encourages responsibility and growth.

Overcome today's challenges by tapping into the best thinking of well known leadership experts such as:

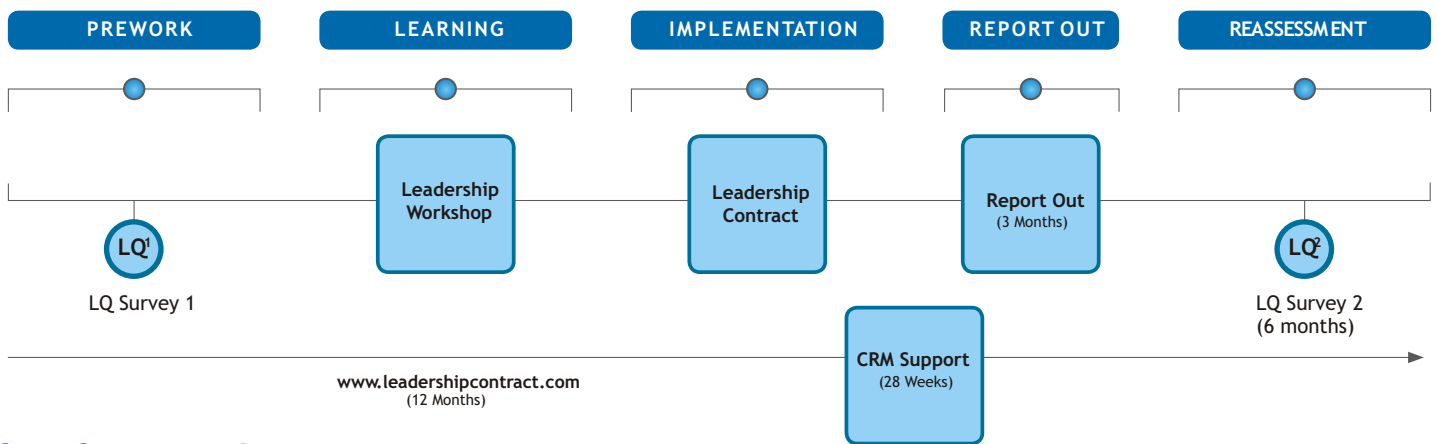
- Jack Welch (former head of GE)
- Ram Charan (*Execution: The Discipline of Getting Things Done*)
- Fred Reichheld (*The Ultimate Question*)
- Clayton Christensen (*The Innovator's Dilemma*)
- Stephen R. Covey (*The 7 Habits of Highly Effective People & The 8th Habit*)
- Stephen M. R. Covey (*The Speed of Trust*)



Assessing and Implementing the Principles of Great Leadership

More than just a training event, Leadership: Great Leaders, Great Teams, Great results, takes a process oriented approach to developing great leaders. The process includes:

- **Pre-work** to help you prepare for the experience, including defining a personal Leadership challenge or opportunity you want to focus on.
 - **Leadership Quotient (LQ)** assessment to measure your leadership capabilities against the 4 Imperatives of Great Leaders.
 - A full set of **electronic tools, videos &** other resources to help you implement what you have learned and achieve new levels of results when you return to the office.
- Exclusive access to online leadership tools, expert interviews, and other resources at www.leadershipcontract.com.
 - A set of leadership books, including
 - **The 8th Habit**, by Stephen R. Covey
 - **The Speed of Trust**, by Stephen M. R. Covey
 - **The Ultimate Question**, by Fred Reicheld
 - **What the CEO Wants You to Know**, by Ram Charan
 - **The Innovator's Dilemma**, by Clayton Christensen
 - **Winning**, by Jack Welch
 - Follow-up Leadership Quotient assessment (6 months after the program)



Core Competencies

Content	Competencies
1. Foundation	Use the “whole-person paradigm” to tap into others’ full creative potential. Define the 4 Imperatives of Great Leaders
2. Inspire Trust	Model honesty and integrity Demonstrate character and competence Create an action plan to improve trust Understand the 13 behaviours of high-trust leaders Increase influence with peers and direct reports Earn respect of others
3. Clarify Purpose	Think strategically Balance rigorous personal thought and analysis against team feedback and involvement Understand the “job-to-be-done” (for the employee, for the team, for the company) Improve business acumen and apply it to everyday work
4. Align Systems	Understand that success is in the systems Influence a key system of talent— attracting, developing, positioning, and rewarding people Adopt a key system of individual execution—getting the right things done Identify “Wildly Important Goals” Create lead measures that affect the goal Build a compelling scoreboard to measure progress Implement a cadence of accountability for results to peers and managers
5. Unleash Talent	Affirm worth and potential in others Help others find their “voice” Discover unmet needs on your team Create value in your current role Surface your unique talents and abilities Define a personal contribution that is aligned with the team’s purpose Manage performance Help others succeed by “clearing the path.”



Leaders Make The Difference In Great Organizations

In today's global, knowledge-based world, the call for organizational greatness is greater than ever before. Sustainable financial performance, intense customer loyalty, a winning culture, and a distinctive contribution in the marketplace—all hallmarks of truly great organizations.

Great organizations are created by great leaders—leaders who can unleash the highest and best contributions of their teams toward their organization's most critical priorities. Every organization—and every leader—aspires to greatness. But why do only a few achieve it?

Workshop Features

This powerful program addresses the specific challenges leaders face every day, including:

- Building trust and influence with others.
- Defining a team's purpose and the "job to be done."
- Creating a strategic link between the work of the team and the goals of the organization.
- Connecting the work of the team to the organization's economic model.

In addition, leaders will learn how to align the four essential systems that drive success, including:

- Execution—the discipline of focusing on a few critical objectives with a process for achieving those objectives.
- Talent—attracting, positioning, and developing individual workers in order to tap into their full potential.
- Core work processes—creating clearly understood and aligned work processes for each function of the team.
- Customer feedback—understanding the one thing you need to know about how your customers perceive you.

FranklinCovey's Leadership program also helps leaders master the three key conversations that will move them from mediocre to great. These dialogs include:

- Voice—discovering how to unleash people's full talents, passions, and capabilities.
- Performance—mutually agreeing on desired results and how to account for performance.
- Clear the Path—becoming a resource in breaking down barriers that prevent people from getting their work done.



A New Kind of Leadership

The strength of your leaders has never been more important than it is today in determining the success of your organization. But “old school” leadership styles just don’t work in the Knowledge Worker Age. People cannot be managed as if they are simply assets—or worse, liabilities—viewed in the organizational scheme on the same level as office furniture or computers. In order to unleash the potential of their teams, today’s leaders must see workers as “whole people” who have a unique contribution to make in moving the organization forward. Leaders must manage the knowledge each worker brings to the table, not just the tasks those workers are responsible for completing.

MEDIOCRE LEADER	GREAT LEADER
I get things done because I’m the boss (formal authority).	I get things done through personal influence and credibility (informal or moral authority).
As long as people have a clear job description, they’ll be fine.	If a clear and compelling purpose exists, people will volunteer their best efforts.
Everything is so dependent on me.	Enduring success is in the systems.
I need to constantly motivate and manage my people to get results.	My job is to release the talent and passion of our team toward our highest priorities.

FranklinCovey Leadership Promises to Provide :

1. A vision of what it means to be a great leader and a renewed desire to get there.
2. A radically new paradigm for leading in the Knowledge Worker Age.
3. A powerful framework for solving chronic leadership problems.
4. Practical leadership skills and tools you can use “tomorrow morning.”
5. A specific process and data-based action plan to get you started.
6. Inspire trust among direct reports, superiors, and peers.
7. Align systems and work processes so they facilitate rather than hinder achievement.
8. Clarify purposes by articulating why goals are established and how individual work contributes to those goals.
9. Unleash the unique talents and contributions of people on their teams.



Day 1: 10th February 2011

Foundation

Introduction and Logistics

- Discussion: Welcome and Introduction
- Exercise: Participant Introductions
- Video: Mind-Set, Skill-Set, Tool-Set
- Debrief: Mind-Set, Skill-Set, Tool-Set
- Discussion: Materials Overview
- Discussion: Our Promise and Roadmap/Agenda

The New Mind-Set: Whole-Person Paradigm

- Video: The Whole-Person Paradigm
- Table Discussion: Whole-Person Paradigm
- Discussion: Levels of Engagement
- Video: Caveman

The 4 Imperatives of Great Leaders

- Overview: The 4 Imperatives
- Video: Everest
- Debrief and Discussion: Everest and 4 Imperatives

Your Opportunity for Leadership Greatness

- Application: Your Opportunity for Leadership Greatness
- Discussion: Expanding your Circle of Influence

Inspire Trust

Inspire Trust Overview

- Discussion: The First Imperative of Great Leaders
- Discussion: Trust: The Core of Leadership

The Speed of Trust

- Video: The Speed of Trust
- Table Discussion: The Speed of Trust
- Discussion: The Impact of Trust

Character and Competence

- Discussion: What Are Character and Competence?
- Application and Discussion: Trust Tax or Trust Dividend?
- Application: 13 Behaviors of High-Trust Leaders



Day 2: 11th February 2011

Clarify Purpose

Clarify Purpose Overview

- Purpose Overview
- How Your Team's Purpose Connects
- Clarify Team Purpose
- Shared Purpose

Define the Job to Be Done

- Video: The Job to Be Done
- Debrief and Discussion: The Job to Be Done

Create a Strategic Link

- Discussion: "Strategic Link Analyzer" Analyzer
- Application: "Strategic Link Analyzer" Analyzer
- Video: Ice-Scraper

Connect to the Money Making Model

- Application: Speak the common language of Business; Use Financial Reports & Measures; Acquire total business knowledge; Increase external acumen

Team Purpose Statement

- Application: Draft a Team Purpose Statement

Shared-Vision Builder

- Create a Vision

Align Systems

Align Systems Overview

- Discussion: Align Systems Overview
- Video: Success Is in the Systems
- Table Discussion: Success Is in the Systems
- Discussion: What Is a Great System?
- Discussion: Four Essential Systems
- Overview of Execution
- Talent
- Core Work Processes
- Customer Feedback
- The 4 Disciplines of Execution



Day 3: 12th February 2011

Unleash Talent

Unleash Talent Overview

- Discussion: Talent Mind-Set, Skill-Set, and Tool-Set

Three Leadership Conversations

- Discussion: Overview of the Leadership Conversations Voice, Performance, Clear the Path
- Discussion: Conversation Characteristics

Conversation 1: Voice

- Discussion: Overview of Conversation 1
- Discussion: What is Your Voice?
- Video: Muhammad Yunus
- Debrief: Muhammad Yunus
- Application: Voice Finder
- Application: Contribution Statement
- Discussion: Affirm Worth and Potential
- Application: “Voice” Conversation Planner

Conversation 2: Performance

- Discussion: Overview of Conversation 2
- Video: Emma Brandon
- Debrief: Emma Brandon
- Discussion: A New Paradigm for Performance Management & WWPA
- Application: Win-Win Performance Agreement
- Discussion: Clarify Expectations and Accountability
- Application: “Performance” Conversation Planner

Conversation 3: Clear the Path

- Discussion: Overview of Conversation 3
- Video: Save the Antelope
- Discussion: A Third Alternative
- Discussion: Be a Source of Help
- Application: “Clear the Path” Conversation Planner

Action planning: Leadership Review

- Discussion: What Great Leaders Do
- Discussion: The Leadership Choice
- Discussion: Resources for Your Journey
- Application: Finalize Your Action Plan
- Video: Creating Greatness

The Leadership contract

This has been designed to help you take the next steps on your journey toward becoming a great leader. You will be able to use Leadership Contract & Essentials to apply Leadership workshop learning's towards your organization. We have carefully selected a few key actions that will have the highest impact. In addition, you have the opportunity to identify other key actions acquired from your LQ data and based on your own judgment.



Give your team members the knowledge and tools they need to execute on your top priorities.

INDIA & SOUTHASIA OFFICES

INDIA OFFICES

Gurgaon (Corporate Office) :
M1/12, DLF City, Phase II
Gurgaon 122002 India
Tel : 0124 - 4782222

Mumbai :
314 B, Sunder Villa, Plot No. 19,
S.V. Road, Santacruz West,
Mumbai
Tel.: 022 - 42754444

Bangalore :
1st Floor, No-27, New No-18,
3rd Cross, Narayana Reddy
Layout, 6th Block, Koramangala,
Bangalore-560034
Tel. : 080-41678888, 40716888

SOUTHASIA OFFICES

Sri Lanka :
15-1/1, Rheinland Place
Colombo -003, Sri Lanka.
Tel: 0094-11-5623570 or
11-5623571

Nepal :
Kiran Bhawan
Sanepa, Lalitpur, PO Box No. 20265,
Kathmandu, Nepal
Ph: +977-1-5526774, 5526791

Bhutan:
DSB Building, Changbangdu
Thimphu, Bhutan
Telefax: +975-2-332884
Cell: +975-77622969

Pakistan :
2nd Floor, 176-Y, Commercial Area
D.H.A., Lahore, Pakistan
Tel. : +92 42 5726859, 572 7346

Bangladesh :
Flat #2A, House # CEN(F) 19,
Road #105, Gulshan -2,Dhaka,
Bangladesh.
Tel : 01726477708

Maldives :
Focus Education Centre
Ma. Uraha (1st Floor), Nikagas
Magu, Male' Republic of Maldives
Tel : + 960 3335678, + 960 3321548

