

THE
**LEADERSHIP
CHALLENGE**[®]
A Wiley Brand

FORUM 2015

CULTIVATE A CULTURE OF LEADERSHIP





WHO IS PARTNERS IN SUSTAINABLE LEARNING?

Partners in Sustainable Learning (PiSL) is a not-for-profit whose purpose is to bring developmentally sound early childhood education to marginalized communities in the developing world. Current projects are taking place in the Okhaldhunga district of Nepal, a remote area 150 miles northeast of Kathmandu.



WHAT DOES PiSL DO?

PiSL Models, Inspires, Challenges, Enables and Encourages by providing curriculum and teaching materials, training teachers, building and outfitting classrooms, and educating parents so that preschool-aged children develop the foundations needed for a lifetime of learning.

EARTHQUAKE RELIEF

On Saturday April 25 a 7.8-magnitude earthquake hit Nepal, devastating the country, killing more than 7,000 and leaving many thousands injured and homeless. Diann Grimm, PiSL Director and wife of Certified Master Dan Schwab, was there when it happened. She was able to come home, but thousands of Nepalese people continue to suffer due to a lack of food, shelter and supplies.



In addition to raising funds for teacher training and building classrooms, PiSL is focusing on earthquake relief.

YOU CAN HELP!

All donations go directly to in-country support.

- \$50 will buy rice, lentils and cooking pots
- \$100 will buy tarps to build temporary shelter
- \$250 will help a family rebuild their lives
- \$500 will help several families rebuild their lives
- \$1000 will help to rebuild a village
- \$2500 will begin to rebuild homes in the remote villages

Please visit www.partnersinsustainablelearning.org to donate.



FORUM 2015

Dear Friends,

Welcome to **The Leadership Challenge Forum 2015!** Thank you for taking the time to join us in *Cultivating a Culture of Leadership*. When we sat down this past Fall to select our theme, we were inspired by the notion that this community is dedicated to growing and shaping leaders. Over the next two days, you will have the opportunity to learn how each and every one of us can influence the leadership culture of an organization.

Some items of note:

- Join us for our interactive, kick-off keynote in which we will discuss and collaborate on a definition of leadership culture, using technology provided by Covision.
- Gain insight and wisdom from corporate culture guru Ed Schein during his Q&A session with us.
- Get an insider perspective from organizational leaders Cora Carmody and Ruha Devanesan who are driving, and benefitting from, a culture of leadership.
- Get to know other attendees and presenters while enjoying food, drinks, and panoramic views of San Francisco and beyond at our Thursday evening Networking Cocktail Reception.
- Take advantage of case study, skill-building, and activity breakout sessions to learn from each other's experiences and come away with actionable ideas to drive change in your own work.
- Try your luck at our first-ever The Leadership Challenge Game Show—there will be prizes!

We hope this year's Forum ignites your passion for The Leadership Challenge anew. We thank you for all that you do.

Love 'em and Lead 'em,

Jim Kouzes and **Barry Posner**
Authors, *The Leadership Challenge*



TABLE OF CONTENTS

- 4-5** GENERAL INFORMATION
- 7-8** SCHEDULES-AT-A-GLANCE
- 11-23** DETAILED AGENDA
- 26-27** SPONSORS

Registration and Information Desk

The Pre-conference and Forum registration and information desk location will change day-to-day. See schedule and location below:

Monday, June 15

2:00–5:00PM, 2nd Floor Landing

Tuesday, June 16

7:00–9:00AM, 2nd Floor Landing

Wednesday, June 17

7:00–9:00AM, 2nd Floor Landing

4:00–7:00PM, 3rd Floor Nikko Grand Ballroom Foyer

Thursday, June 18

7:00AM–5:30PM, 3rd Floor Nikko Grand Ballroom Foyer

Friday, June 19

7:30AM–5:00PM, 3rd Floor Nikko Grand Ballroom Foyer

Meals

Your conference registration includes continental breakfast, lunch both days, and admission to the Thursday evening Networking Cocktail Reception. Continental breakfast will be served in the Nikko Grand Ballroom Foyer from 7:30–8:30AM on Thursday and from 8:00–9:00AM on Friday. Lunch will be served from 12:00–1:30PM on Thursday and 11:45AM–1:15PM on Friday in the Nikko Ballroom. The Networking Cocktail Reception on Thursday will take place from 6:00–8:00PM on the 25th floor in the Golden Gate and Bay View rooms.

Bookstore

The Forum bookstore will be open all day Thursday and Friday from 7:30AM–5:00PM, except during general and breakout sessions.

Book Signings

Book signings will be held after our morning keynotes during our Community Building time in the Nikko Grand Ballroom Foyer. You will have the opportunity to purchase and have books signed by Jim Kouzes and Barry Posner, Thursday from 10:15–10:45AM and by Ed Schein, Friday from 10:00–10:30AM.

Expo

Visit our sponsor booths in the Nikko Grand Ballroom Foyer to learn more about their products and services. The expo will be open Thursday and Friday from 7:30AM–5:00PM, except during general and breakout sessions.

Community Building

Please join us in the Nikko Grand Ballroom Foyer Thursday 10:15–10:45AM and Friday 10:00–10:30AM to visit our sponsor booths, browse our bookstore, participate in Clean the World, and chat with like-minded leadership development professionals.



Presentations

Select presentation materials will be available at www.leadershipchallengeforum.com approximately one week after the Forum.

Stay Connected

We love talking about leadership, that's why our social media team is extending the conversation to our social platforms. We'll be posting inspirational moments, leadership quotes, and empowering photos as they happen. Join the conversation by posting your own Forum highlights using **#TLCForum15**. Tag "The Leadership Challenge" on Facebook or **@TLCTalk** on Twitter and remember to follow us for leadership-focused news and updates on The Leadership Challenge®.

 @TLCTalk

 <https://www.facebook.com/KouzesPosner>

 Join The Leadership Challenge group

 The Leadership Challenge

Turn to the back cover to participate in The Leadership Challenge Challenges You contest. Rules available on the Forum website.

Ask an Expert Consultations

During the registration process, Forum attendees were given an opportunity to indicate their interest in participating in one-on-one consultations with The Leadership Challenge experts. All Ask an Expert Participants received their consultation details prior to the conference. If you have any questions or concerns about your consultation, please leave a message at the Registration and Information Desk for Jessica Porterfield.

Clean the World

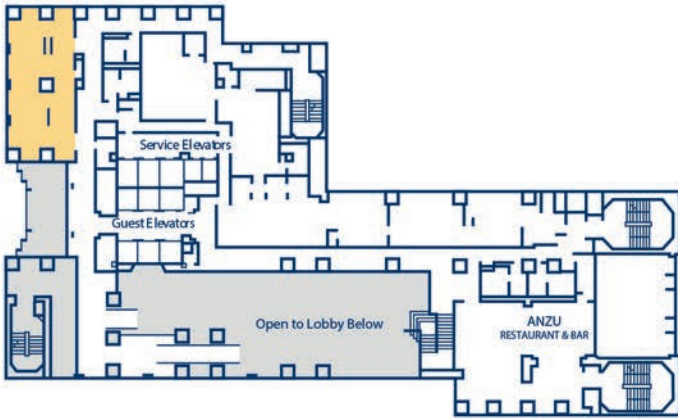
The Leadership Challenge Forum is proud to partner with Clean the World Foundation. Since 2009, Clean the World has been leading the Global Hygiene Revolution to distribute recycled hotel soap and hygiene products to the people who need them most. The kits created at the Forum will be donated to Huckleberry Youth Programs and benefit youth ages 11 to 17 admitted into the crisis shelter. Huckleberry's mission is to educate, inspire, and support underserved youth to develop healthy life choices, to maximize their potential, and to realize their dreams.



Hotel Map

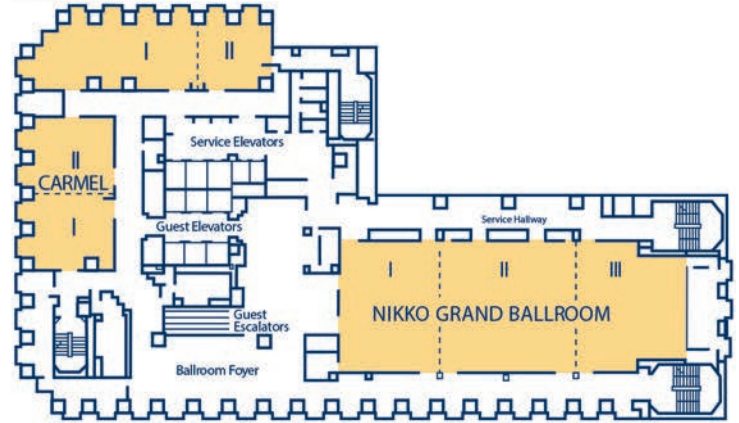
SECOND FLOOR

MENDOCINO



THIRD FLOOR

MONTEREY



The Leadership Challenge Forum Team



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**Leadership, like fine wine,
is meant to be shared.**

Join us in Sonoma for:

**The Leadership Challenge®
Workshop**

July 14-15, 2015

September 15-16, 2015

November 3-4, 2015

**The Leadership Challenge®
Facilitator Training**

July 16-17, 2015

September 17-18, 2015

November 5-6, 2015

www.SonomaLeadership.com/tlcw



SonomaLeadership

SYSTEMS

We Cultivate Talent.

Sonoma Leadership Systems works with organizations to build a high performing leadership culture with The Leadership Challenge and LPI®.

www.SonomaLeadership.com, (707) 933.3882, ask@sonomaleadership.com

Global Training Partner, The Leadership Challenge

7:30-8:30AM
Nikko Grand Ballroom Foyer

Continental Breakfast

8:30-10:15AM
Nikko Grand Ballroom

General Session Cultivating a Culture of Leadership

JIM KOUZES & BARRY POSNER, Co-authors, *The Leadership Challenge*
Featuring LENNY LIND, Founder and Chairman of Covision Inc.
Sponsored by Sonoma Leadership Systems

10:15-10:45AM
Nikko Grand Ballroom Foyer

Community Building + Jim Kouzes and Barry Posner Book Signing

10:45AM-12:00PM

Case Study Breakout Sessions

Monterey I

The Leadership Challenge Helps Leaders Make a Difference at the Nevada Department of Transportation

CRAIG CRICK

Carmel I

Using Learning Scaffolds to Create Transformational Leadership Experiences

JOY CANONIGO and JO BELL

Carmel II

Building Leaders for Saudi's Future

DR. GHASSAN AL-SADDIKI and BETH HIGH

Mendocino I

Putting The Leadership Challenge® to Work at Modern Terminals

TERENCE YEUNG and TOM PEARCE

Mendocino II

Facilitating Leaders in Articulating & Building the Desired Organizational Culture

LILY CHENG and JEAN LEE

12:00-1:30PM
Nikko Grand Ballroom

Lunch

1:30-2:30PM

Skill-Building Breakout Sessions

Monterey I

How to Build a Culture of Leadership from the Front Lines to the C-Suite

MARK FERNANDES

Carmel I

Values and Vision: From Individual Fluency to Organizational Coherence

DAN SCHWAB and EVANS KERRIGAN

Carmel II

Customizing to Cultivate a Culture of Leadership

DEB CALVERT

Mendocino I

Helping Leaders Stay in the NOW

BETH HIGH

Mendocino II

Measuring Enabling Others to Act: The Travelers Coaching Questionnaire

FRED COLON and DEB CLIFFORD

2:30-2:45PM
Nikko Grand Ballroom Foyer

Break

2:45-3:45PM

Skill-Building Breakout Sessions

Monterey I

Coaching for Behavior and Culture Change

RENEE HARNESS and AMY DUNN

Carmel I

Fostering Positive Attitudes Towards Behavioral Change Following LPI Feedback

DR. PETER CHENG

Carmel II

Over 50 Years of The Leadership Challenge in Practice: Experienced Practitioners Tell All

SHARON LANDES, KEN HURDLE, and DEB CALVERT
Host: JENI NICHOLS and Moderator: HOLLY SEATON

Mendocino I

Leadership, Love & Fear: The Power of Experiential Learning

JOHN LINGVALL

Mendocino II

Before It's Too Late: Help Us Prepare the Next Generation of Leaders

AMANDA ITLIONG and GARY MORGAN

3:45-4:00PM

Break

4:00-5:00PM
Nikko Grand Ballroom

General Session Sowing the Seeds: Leaders Cultivating a Culture of Leadership

RUHA DEVANESAN, Manager, Diversity and Inclusion at Symantec
and CORA CARMODY, SVP/CIO at Jacobs Engineering

5:00-6:00PM

Break

6:00-8:00PM
Golden Gate and Bay View-25th Floor

Networking Cocktail Reception

Sponsored by Integris Performance Advisors

8:00–9:00AM

Nikko Grand Ballroom Foyer

Continental Breakfast

9:00–10:00AM

Nikko Grand Ballroom

General Session Q&A with Ed Schein

 ED SCHEIN, Author, *Organizational Culture and Leadership*
Sponsored by Fine Points

10:00–10:30AM

Nikko Grand Ballroom Foyer

Community Building + Ed Schein Book Signing

10:30–11:45AM

Case Study Breakout Sessions

Monterey I

**Leadership is Everyone's Business Works: How Staff Became Leaders
in One Non-profit Organization**

 Presenters: HELEN ANN LISOWSKI and PORSHA ADDISON
Panelists: RYAN BERRY, JESSICA A. YARRISON, and DARNIE TRANQUILLE

Carmel I

**Developing Meaningful Individual Development Plans
for Supervisors and Managers Using LPI® Feedback**

NORM ALBERG and TOM PEARCE

Carmel II

Investing in Coaching for Emerging Leaders—A Growing Trend

GRAHAM MOORE

Mendocino I

Coaching for Results with the 30 LPI Behaviors at Unilever Nigeria Plc.

WEYINMI JEMIDE

Mendocino II

Singing from the Same Songbook: Lessons from Local Government Leaders

DONNA WARNER

11:45AM–1:15PM

Nikko Grand Ballroom

Lunch

1:15–2:15PM

Activity Sessions

Monterey I

Handbell Ringing: Teamwork with a Difference!

JOHN WHITEHEAD and NIKKI ATTWELL

Carmel I

Creating Vision in a Playful Way

MISSY MAKANUI and SARAH ATAI

Carmel II

Liberating Structures for Engagement and Active Learning

BEVERLEY SIMPSON

Mendocino I

Pipeline for The Five Practices of Exemplary Leadership®

CHERYL JOHNSON

2:15–2:30PM

Nikko Grand Ballroom Foyer

Break

2:30–4:00PM

Nikko Grand Ballroom

General Session The Leadership Challenge® Game Show

 BARRY POSNER and YOU
Sponsored by FlashPoint




YOUR ONE STOP FOR ALL THINGS LPI®: LEADERSHIP PRACTICES INVENTORY®!

- Comprehensive LPI Administration
- Large LPI Rollouts
- Personal LPI Coaching
- Custom LPI Reports
- Materials to Enhance LPI Learning
- The Leadership Challenge® Workshop

why fine points?

We aren't in this business to simply make a living - we do this work because we believe whole-heartedly in the importance of developing extraordinary leaders who will leave a legacy behind them. At Fine Points, the LPI isn't a product we sell - its principles are the very fiber of our company.

We have taken over 30,000 leaders through the LPI process with unparalleled service. As experts in LPI rollouts, you can trust us to handle all the administration details so you don't have to. Once we've handled your rollout, be sure to utilize our custom reports that provide an in depth look at the aggregate LPI data on either the organization or team level!

We believe in the power of the LPI to transform leaders and entire organizations. It has been our experience that the deepest growth happens when people are coached through the LPI individually. Our certified coaches work with leaders at all levels to help them maximize the value of their LPI feedback and further their development.

we'd love to hear from you and explore the possibilities!

www.inspireauthenticity.com
clientcare@finepointspro.com
513.793.9144
Twitter: @finepointspro

Be sure to stop by our booth to enter to win a free LPI and coaching session!

DO YOUR LEADERS ACTUALLY LEAD?

We can make sure
The Leadership Challenge[®] program
has a lasting impact in your organization.



We can help you with achieving your
talent management goals.



FLASHPOINT.
TALENT MANAGEMENT CONSULTING

FlashPointHR.com

7:30-8:30AM

Nikko Grand Ballroom Foyer

Breakfast

8:30-10:15AM

Nikko Grand Ballroom

General Session

Cultivating a Culture of Leadership

JIM KOUZES & BARRY POSNER, co-authors of *The Leadership Challenge*

Kicking off two days of workshops, case studies, and inspiration, Jim Kouzes and Barry Posner will identify what you can do to create and sustain a culture of leadership in your organization. Their engaging session will provide you with practical strategies, backed by research and examples, for developing extraordinary leadership.

Jim Kouzes is Dean's Executive Fellow of Leadership, Leavey School of Business at Santa Clara University. **Barry Posner** is Accolti Professor of Leadership and former Dean (1997-2009) of the Leavey School of Business, Santa Clara University. Kouzes and Posner are the authors of *The Leadership Challenge*, *Credibility*, *The Truth About Leadership*, *A Leader's Legacy*, *Encouraging the Heart*, and *The Student Leadership Challenge*, among many other works. They also developed the acclaimed LPI[®]: *Leadership Practices Inventory*[®].



The Leadership Challenge Forum 2015 is proud to partner with Covision for our general sessions:



Covision is on a mission to create the world's most productive meetings, conferences, and forums. Covision created a method that turns familiar communication processes, like in meetings, from mostly one-way presentations to active two-way dialogues. Even in very large groups. Even across multiple sites, or time periods.

Covision features a core team with 20 years of experience supporting thousands of important meetings of stakeholders, enabling leaders (and leadership) with two-way communication processes hewn tightly to purpose and desired outcomes. Using a technology that marries digital communication technologies with participant-centered agenda design, Covision is ultimately an invitation to learning, acceleration, community, action, and results.

Lenny Lind, Founder and Chairman of Covision Inc.

Lenny has been involved with organizational communications media and processes, particularly in large meetings, since 1975. In 1985, he co-founded Covision as a video production company, specializing in videos for Organization Development (OD) purposes.

In 1991, a client project introduced him to "groupware"—software designed for meetings. Sparks flew. Within two years, Covision had developed its own groupware which enabled fast feedback cycles in large meetings. Soon after, Covision shifted out of video production and into interactive meeting support services. In 1997, Covision released a web-based collaboration platform for face-to-face and dispersed teams. His most recent book is *Virtuous Meetings: Technology + Design for High Engagement in Large Groups* (Jossey-Bass), with Karl Danskin, published in 2014.

Sponsored by Sonoma Leadership Systems



10:15-10:45AM

Nikko Grand Ballroom Foyer

Community Building

Visit our sponsor booths, browse our bookstore, attend keynote book signings, meet with Wiley staff, and chat with like-minded leadership development professionals.

**10:45AM-
12:00PM**

Carmel I



Case Study Sessions

Presenters will share a story featuring practical and concrete examples of how an organization is intentionally putting The Leadership Challenge® to work. The ups and downs and lessons learned in your organization's leadership journey will be of particular interest.

Using Learning Scaffolds to Create Transformational Leadership Experiences

Using learning scaffolds with The Leadership Challenge® journey of development creates a supportive learning environment that enables leaders to take an active role in their own development. Trustmark's 12-month leadership experience begins with orientating participants and their supporting managers about the learning experience and expected learning outcomes. After attending the The Leadership Challenge Workshop experience, participants create individual leadership plans that integrate their LPI® results along with planned external coaching and internal learning scaffolding to enable them to achieve their goals. At the end of the 12-month journey, participants share their leadership stories and celebrate their leadership growth with Trustmark's Executive Team.

Joy Canonigo has over 15 years of experience in human capital develop, including talent strategy development, succession management, leadership and organization development, change management, workforce planning, performance management, and career management. Joy and her Trustmark team bring a passion for talent expertise and support aimed at building organizational cohesion, health and agility.

Jo Bell is a Certified Master of The Leadership Challenge since 1998 and her primary focus is integrating the LPI®: Leadership Practices Inventory Coaching to align with business and personal leadership growth. She began studying the influence of LPI leadership behaviors in 1990, and brings years of interpretive research and coaching expertise in using the LPI® with a robust approach for it as a compass for leadership evolution.

Carmel II



Building Leaders for Saudi's Future

The Bena group began their embrace of The Five Practices of Exemplary Leadership® in December 2013 when their team took The Leadership Challenge Workshop and Facilitator Training. They recognized the model as a powerful tool to support young leaders transitioned from school to university into the workplace. In fact, during their certification process for The Student Leadership Challenge, they designed several programs they are currently using with many levels. The choice of instrument (LPI® or SLPI®) is dependent on the age, experience and working experience. Bena is strategically applying the model to build Saudi's leaders of tomorrow.

Dr. Ghassan Al-Saddiki is the owner of the Bena Educational Consulting Group and a former Associate Professor at King Abdulaziz University in Jeddah, Saudi Arabia. He is a Certified Facilitator of The Student Leadership Challenge and a Trained Facilitator of The Leadership Challenge.

Beth High is president of HighRoad Consulting, an organizational consulting and program design company. Beth is a Certified Master, LPI coach, speaker, and Managing Partner of HRC Partners LLC, a company that focuses on virtual delivery and follow up of LPI-based programs. Leadership and Mindfulness are the foundations for all of the programs she designs.

Mendocino I



Putting The Leadership Challenge to Work at Modern Terminals

A case study of how Hong Kong-based Modern Terminals, a leading terminal operator in the region, applied The Leadership Challenge throughout the organization. The session will consist of:

- Why and how the model was selected to implement the shared values of the company, as a replacement of another tool that had been used by the company for over 10 years.
- How the digital world has allowed the organization to put together a global team supporting the model with local nuances that help facilitate the roll-out of program.
- Insights and lessons learned in implementing the program in the Hong Kong/Chinese culture—The Leadership Challenge Workshop, Coaching, and Follow Up—Resurvey with the LPI®: Leadership Practices Inventory®.

Terence Yeung led TACSEN to become the only training company elected "Hong Kong's Most Valuable Company" in 2012. He works with leaders in Asia and is a frequent speaker in large conferences in Hong Kong and China. He is currently a Certified Master-in-Training of The Leadership Challenge.

Tom Pearce is the President of iLead Consulting & Training. He works with leaders and teams around the world to build stronger teams, healthier organizations, and better leaders. Tom is a Certified Master of The Leadership Challenge.

10:45AM-12:00PM

Monterey I

Case Study Sessions (continued)

The Leadership Challenge® Helps Leaders Make a Difference at the Nevada Department of Transportation

The Nevada Department of Transportation (NDOT) has been using The Leadership Challenge to develop leaders across all levels of the agency since 2008. As the foundation for NDOT's Leadership Academy, The Leadership Challenge helps leaders make a difference and perform at their best despite budget cuts, pay freezes, and increasing demands from stakeholders.

This case study session will give participants a road map for a comprehensive leadership development program that uses the LPI along with an impactful combination of delivery methods, project-based learning, and online resources. Sharing best practices and lessons learned will be the focus of this interactive discussion.



Craig Crick is a proven learning and development professional with over 15 years' experience developing leaders across both private and public sectors. He currently serves as Training Officer for the Nevada Department of Transportation with previous roles which include Learning and Development Manager at Intuit and Organization Development Manager with Harley-Davidson Financial Services.

Mendocino II

Facilitating Leaders in Articulating & Building the Desired Organizational Culture

The question to ponder then is: "Where does a leader start when he/she wants to change or build the desired organizational culture?" In this case study, Lily shares how PACE, an organizational development consulting firm, has successfully used The Leadership Challenge to facilitate the articulation and establishment of the desired corporate culture of a globally renowned multinational corporations. The sharing captures how The Leadership Challenge was being used in the articulation of the desired culture, as well as provide key leadership guides for the organizational leaders to communicate, facilitate embracement, and sustenance of the desired culture.



Lily Cheng has been a Certified Master of The Leadership Challenge since 2005 and is also one of the first two Certified Masters in Asia. The founder of PACE and also an executive coach, she has facilitated numerous The Leadership Challenge workshops and interventions for regional and global leadership teams of multinational corporations. Some of her credentials include being a Certified Master Coach with the Behavioral Coaching Institute (BCI) and a member of the International Coaching Council (ICC).



Jean Lee, a Certified Master of The Leadership Challenge since 2013, is an established and highly sought after OD practitioner. She has partnered many local and multinational organizations in the Asia Pacific region in their transformational journeys, through multiple large-scale OD engagements such as strategic review, culture building, and leadership development interventions.

12:00-1:30PM

Nikko Grand Ballroom

Lunch

1:30-2:30PM

Monterey I

Skill-Building Sessions

Presenters will offer insight into a particular process or technique that they have successfully employed in support of The Leadership Challenge.

How to Build a Culture of Leadership from the Front Lines to the C-Suite

Many of us subscribe to the theory that leadership is not a title or position, nor is it reserved for only those at the top. In this session, we will look inside the walls of Luck Companies, a Values Based Leadership organization that leverages The Five Practices to build a culture of leadership from the Front Line to the C-Suite. Participants will learn about the mind-sets, practices, and processes used to cultivate leaders at all levels, share in some of their own programs, and take with them best practices to ensure their own proficiency in "modeling the way".



In his role as Chief Leadership Officer, **Mark Fernandes** is charged with transforming Luck Companies into a global Values Based Leadership (VBL) organization serving as the thought leader for the ongoing development of the VBL ideology and model, and its integration into the enterprise as a whole. Mark's work also extends beyond Luck Companies' doors and includes sharing the VBL model through mentoring, speaking, teaching, and consulting with organizations of all sizes, across all industries and all geographies.

1:30-2:30PM

Skill-Building Sessions (continued)

Carmel I

**Values and Vision: From Individual Fluency to Organizational Coherence**

The identification of personal values and the development of personal visioning skills are always highlights of The Leadership Challenge Workshop. However, as articulating organizational values and vision are fundamental to building a robust and healthy culture, a gap often exists in making explicit links between individual and group understanding of these fundamental concepts. In this interactive session, we will demonstrate how to better connect personal fluency to a coherent set of organizational values and vision. We will share examples from the field as well as practical tools to put these links into action in any organization.

Dan Schwab began working with authors Jim Kouzes and Barry Posner in the early days of The Leadership Challenge Workshop and is now a Certified Master. An accomplished leadership trainer and coach, Dan has led organizational improvement efforts with myriad clients from the corporate and non-profit sectors over the past 20 years.

Evans Kerrigan is an experienced facilitator and trainer with over 20 years working with leaders across a range of industries. He helps clients become Healthier Organizations by applying The Five Practices with individual leaders as well as working with those leaders to see how they can apply the model more broadly to their organizational culture. He is a Certified-Master-in-Training.

Carmel II

**Customizing to Cultivate a Culture of Leadership**

How does a facilitator or coach reach broadly and deeply enough into an organization to truly help cultivate a culture of leadership?

This session will answer that question, provide the tools to do so, and offer examples of organizations who now have The Leadership Challenge® at the core of their leadership culture.

Examples of include:

- Crafting programs for youth
- Equipping frontline sellers with leadership behaviors
- Creating year-long immersion leadership programs with development plans and training in each of the 30 LPI® behaviors, plus project work to deepen the leadership culture of an organization

Deb Calvert is a leadership development program architect and facilitator, executive coach, and Certified Master. She was formerly the Corporate Training Director for a Fortune 500 media company and has worked with non-profits, publicly held and privately held international organizations from all sectors, and students ages 8-22 to liberate the leader in all.

Mendocino I

**Helping Leaders Stay in the NOW**

"Leadership is in the moment." Jim Kouzes and Barry Posner tells us. It's what we choose to do and say in moments throughout our day that give us the opportunity to influence others. But how do we recognize those opportunities? How do we choose the right thing to say or do in the moment? We are more likely to make good choices when we have a clear and open mind. This session reviews two techniques for helping leaders recognize their moments of opportunity and pursue the clarity and openness that will enable them to choose to demonstrate leadership behaviors when the moment arises.

Beth High is president of HighRoad Consulting, an organizational consulting and program design company. Beth is a Certified Master, LPI coach, speaker, and Managing Partner of HRC Partners LLC, a company that focuses on virtual delivery and follow up of LPI-based programs. Leadership and Mindfulness are the foundations for all of the programs she designs.

1:30-2:30PM

Skill-Building Sessions (continued)

Mendocino II



Measuring Enabling Others to Act: The Travelers Coaching Questionnaire

Insurance industry leader Travelers uses a Coaching Questionnaire to get feedback about how managers coach employees. Establishing expectations, providing ongoing performance feedback, and thoughtfully supporting development are among the most important responsibilities of a manager. These investments are critical to make sure employees are growing in their current role and continuously building capacity. Great coaching ensures Travelers leaders are enabling others to act.

The Coaching Questionnaire uses employee input to assess the organization's coaching capabilities. It helps identify opportunities for skill development among the leaders, increase employee engagement, inclusion and retention, and ultimately enhance the customer experience.

Fred Colon's career at Travelers spans 15 years. He leads the OD and Talent Management practice for Travelers, which garners respect from operational excellence and results with impact.

Deb Clifford engages with Travelers HR and business leaders to understand their business issues while sharing her passion and expertise. She also actively facilitates The Leadership Challenge®.

2:30-2:45PM

Break

Nikko Grand Ballroom Foyer

2:45-3:45PM

Skill-Building Sessions

Presenters will offer insight into a particular process or technique that they have successfully employed in support of The Leadership Challenge.

Monterey I



Coaching for Behavior and Culture Change

This session will engage participants in ways to fully leverage the LPI® to drive behavior change in workshop participants and culture change in the organizations they lead. Beyond interpretation of the results, themes, and development plans, we'll explore techniques to go deeper with individuals. In addition to sharing our own insights and experience, we'll facilitate table discussions and best practice sharing on topics such as powerful questions, tapping into genuine motivation, dealing with resistance, and ways to reinforce behavior change.

Renee Harness is the founder of Harness Leadership, a Certified Master of The Leadership Challenge®, and key developer of LPI® Coach Certificate Program. Working with leaders at every level of an organization, her goal is to engage, inspire, and involve people in making meaningful contributions to their work, their communities, and their worlds.

Amy Dunn, a Certified Professional Coach, is a member of Integris Performance Advisor's consulting team. She focuses on facilitation of The Leadership Challenge, LPI coaching, The Five Behaviors of a Cohesive Team™, talent management, and meeting design and facilitation. Amy's greatest professional joy comes from optimizing talent—within individuals, teams, and organizations.

2:45-3:45PM

Skill-Building Sessions (continued)

Carmel I

Fostering Positive Attitudes Towards Behavioral Change Following LPI Feedback

Dr. Peter Cheng will share his findings from his Ph.d. thesis on the factors shaping the perceived credibility (PC) of the subjects of 360 degree feedback and how this, in turn affects the subjects' attitudes toward behavioral change. He will also conduct an interactive activity with the attendees for their hands-on applications of the knowledge to help their own clients embrace positive attitudes towards behavioral change following LPI® feedback.



Dr. Peter Cheng has been a Certified Master of The Leadership Challenge® since 2005 and is also one of the first two Certified Masters in Asia. A co-founder of PACE OD Consulting and an executive coach, he has facilitated numerous The Leadership Challenge workshops to senior leaders of multinational corporations across Asia and some of his credentials include being a Certified Master Coach with the Behavioral Coaching Institute (BCI) and membership of the International Coaching Council (ICC).

Carmel II

Over 50 Years of The Leadership Challenge in Practice: Experienced Practitioners Tell All

Get informed, inspired and entertained by this moderated panel of Certified Masters of The Leadership Challenge sharing their many years of experience delivery in a variety of organizations and settings. Tap into the wisdom and lessons they have learned; and gain knowledge about how The Five Practices of Exemplary Leadership® have impacted leaders and organization, and what works and what doesn't. Topics of interest will also include delivering across organizational levels, considerations for different generations, global insight, and gaining executive support.



Sharon Landes: With almost 30 years of experience working with The Leadership Challenge, Sharon excels at embedding the model in organizational culture and is experienced customizing the program for executives, management, and staff at a diverse mix of organizations.

Ken Hurdle: Ken became a Certified Facilitator of The Leadership Challenge Workshop in 2004 while with CDCR, and was instrumental in launching it to over 2,000 front line supervisors, co-delivering and being a training support for over 30 internal facilitators. He continues to work with The Leadership Challenge post-retirement, becoming a Certified Master in 2010.

Deb Calvert: As a former Fortune 500 training director, and now a Certified Master, Deb is passionate about developing a youth-focused program for The Leadership Challenge (with Barry Posner) and is an accomplished author, radio host, podcaster, and public speaker.

Host: **Jeni Nichols**, Sonoma Leadership Systems

Moderator: **Holly Seaton**, Sonoma Leadership Systems

Mendocino I

Leadership, Love & Fear: The Power of Experiential Learning

Leadership has two sides to it, one visible, and the other invisible. The former can be seen in our behaviors, and even captured through assessments. The latter, our emotions, are more elusive, yet leaders must inspire emotions in order to persuade people to face adversity, and give their best. Experiential learning not only helps people deal with fear, but generates love. Leadership development programs often bypass such activities due to cost, time, or fear! In this session we'll look at love and fear, and how they can be addressed in your next leadership program.



John Lingvall is the founder of InflectionPoint, LLC a learning company focused on leadership, performance consulting, and education. With over 30 years of experience working with executives and organizations to accelerate learning and improve performance, his specialties include facilitating strategic planning, visioning, leadership, team building, and process improvement sessions for up to hundreds of people at a time.

2:45-3:45PM

Skill-Building Sessions (continued)

Mendocino II

Before It's Too Late: Help Us Prepare the Next Generation of Leaders

It's clear that our next generation of leaders will face some serious challenges. Jim Kouzes and Barry Posner state, "If we want exemplary leaders in our organizations, then we need to begin training them before they get to work and not after they're in their first supervisory jobs. That's way too late. There's no profession in the world that would wait until someone starts a job to train them in the basics." Ninety-five percent of employers believe that leadership development should begin by age 21, yet the average age managers first get leadership training is 42. Learning about leadership through The Leadership Challenge, The Student Leadership Challenge® and the LPI® before they enter the workforce or major community leadership positions can be a tremendous asset. We know that employers want to see leadership skills in new hires, but often youth and college students don't have opportunities to build these skills until years later. Join us to learn some strategies and activities to take your work with The Leadership Challenge to a younger audience.



Amanda Itliong has designed and led successful efforts using The Leadership Challenge and The Student Leadership Challenge in a wide range of settings including Detroit's nonprofit sector, Stanford University, and with social entrepreneurs across the country. She is a dialogue facilitator, consultant, and 4-time cancer survivor who is most passionate about the intersection of leadership and social justice.



Gary Morgan has been a student leadership educator for more than 25 years at various colleges and universities. He is currently a student leadership consultant for Wiley and has co-authored numerous books with Jim, Barry and Beth High on The Student Leadership Challenge.

3:45-4:00PM

Break

4:00-5:00PM

Nikko Grand Ballroom

General Session

Sowing the Seeds: Leaders Cultivating a Culture of Leadership

Featuring **RUHA DEVANESAN** and **CORA CARMODY**

What are the factors that create, or inhibit, a culture of leadership? What sort of environment gives leaders the opportunity to develop and thrive? Hear from two current leaders who are currently driving a culture of leadership in their respective organizations. With diverse workplace backgrounds and at distinctly different points in their careers paths, Ruha and Cora will each share their unique perspectives on how they are influencing cultural mindset on leadership, and then answer audience questions.



As Symantec's Manager of Global Diversity & Inclusion, **Ruha Devanesan** develops and implements strategies, policies and programs that support the organization's goal of being a great place to work. Her 5 years of experience at non-profit IBO gave her the opportunity to lead the growth and expansion of two social justice initiatives, the PeaceTones Initiative (featured in her popular TEDx Talk) and the Internet Silk Road Initiative.



Cora Carmody is a versatile executive with recognized high-caliber skills in leading people, processes, and information/software technologies. She has 36 years of software and systems experience, with the last 17 years as CIO of global technology company, Jacobs Engineering. She is also Founder and Director of a not-for-profit STEM program, Technology Goddesses, aiming to get more girls into technology.

6:00-8:00PM

Golden Gate and Bay View—25th Floor

Networking Cocktail Reception

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- Keep up with the latest research by the authors
- Check out our event calendar



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8:00-9:00AM

Nikko Grand Ballroom Foyer

Breakfast

9:00-10:00AM

Nikko Grand Ballroom

General Session

Q&A with Ed Schein

Author of one of the all-time influential books on the topic, *Organizational Culture and Leadership*, corporate culture guru Ed Schein will engage in a lively conversation with Jim Kouzes and Barry Posner. Listen in as Schein shares his wisdom and expertise on how to redefine your organization's leadership culture and demonstrate the crucial role leaders play in successfully applying the principles of culture to achieve their organizational goals.



Edgar H. Schein is Sloan Fellows Professor of Management Emeritus at MIT's Sloan School of Management. He was educated at the University of Chicago; at Stanford University, where he received a master's degree in psychology; and at Harvard University, where he received his Ph.D. in social psychology in 1952.

Previously, he was chief of the Social Psychology Section of the Walter Reed Army Institute of Research while serving in the U.S. Army as Captain. He joined MIT's Sloan School of Management in 1956 and held various positions including professor of organizational psychology and management, undergraduate planning professor for MIT, chairman of the Organization Studies Group of the MIT Sloan School, and the Sloan Fellows Professor of Management, a Chair he held until 1990.

Dr. Schein has been a prolific researcher, writer, teacher, and consultant. He has consulted extensively on career development and corporate culture in the U.S. and abroad.

Sponsored by Fine Points

10:00-10:30AM

Nikko Grand Ballroom Foyer

Community Building

Visit our sponsor booths, browse our bookstore, attend keynote book signings, meet with Wiley staff, and chat with like-minded leadership development professionals.

10:30-11:45AM

Monterey I

Case Study Sessions

Presenters will share a story featuring practical and concrete examples of how an organization is intentionally putting The Leadership Challenge to work. The ups and downs and lessons learned in your organization's leadership journey will be of particular interest.

Leadership is Everyone's Business[®] Works: How Staff Became Leaders in One Non-profit Organization

In 2011 ECFMG[®] (Educational Commission for Foreign Medical Graduates) began the Leadership is Everyone's Business one-day workshop for non-management staff. Several staff who took the workshop decided they "wanted to do something with this new knowledge". They began meeting and discussing their shared visions for the organization. This grew into a larger group that garnered attention, support and a name: "LIEB Works". With their focus on The Five Practices of Exemplary Leadership[®], these non-management employees have initiated, planned, and executed several new programs in our organization. Out of 161 who took the workshop, 49 have since been promoted. LIEB Works now has 40 active members.

10:30-11:45AM**Case Study Sessions (continued)****PRESENTERS:**

Helen Ann Lisowski, Employment & Talent Development Coordinator, ECFMG
Helen Ann has worked in the Human Resources department at ECFMG for over three years. With her most recent promotion, she now coordinator of recruitment and onboarding for new employees, performance management software, training programs, and other various talent development initiatives, including The Leadership Challenge and Leadership is Everyone's Business workshops.



Porsha Addison, Standardized Patient Trainer, ECFMG

Porsha has been a Standardized Patient Trainer at ECFMG since 2012. She trains and quality checks the Standardized Patients who are part of a hands-on exam in the Clinical Skills Evaluation Collaboration (CSEC[®]) for Step 2CS of the United States Medical Licensing Exam (USMLE[®]). CSEC combines the expertise of the ECFMG and the National Board of Medical Examiners[®] (NBME[®]), two of the world's leaders in evaluating the qualifications of physicians and other health care professionals.

**PANELISTS:**

Ryan Berry, Web/Multimedia Specialist, ECFMG

Ryan has been a web and multimedia specialist in the Communications Department at ECFMG for more than seven years, and focuses particularly on on-line content and video production and post-production. For the LIEB Works program, he has served on numerous committees and chaired two of them, particularly taking a leadership role initiating its Multimedia Committee. Additionally, he has a passion for education and public service.



Jessica A. Yarrison, Examination Registration & Certification Specialist, ECFMG

Jessica has been employed at ECFMG since 2002 and has held several positions within the operational departments prior to her most recent promotion. Her current responsibilities include reviewing documents submitted by medical school students and graduates for eligibility to take the USMLE[®] and obtaining Certification from ECFMG, which allows them to enter a residency program within the United States. Some of her specialist duties involve working directly with officials from several high volume medical schools as well as officials of medical schools that participate in ECFMG's Web Portal services to help their students and graduates through the process of ECFMG Certification.



Darnie Tranquille, Corporate Contract Administrator/Executive Assistant, ECFMG

Darnie has led various projects in the President's Office at ECFMG for over five years. In addition to managing her day-to-day responsibilities, her most recent promotion includes reviewing corporate contracts and oversight of an organizational project establishing an electronic system for data storage. Her responsibilities include adapting to and implementing various digital technologies in support of process improvement and organizational initiatives. She has been a member of the organization's LIEB Works program since 2011, serving on several committees.

Carmel I

Developing Meaningful Individual Development Plans for Supervisors and Managers Using LPI[®] Feedback

Norm and his team have done ground-breaking work recently by developing an in-depth approach to structuring "meaningful individual development plans" based on LPI feedback. Tom Pearce, Certified Master, worked with Norm's team to help each team member get focused on writing a very specific Individual Development Plan which will guide their development over the next 12-18 months.

During this session, Norm and Tom will describe the process used to help leaders understand the best way to solicit LPI feedback and then how to use that feedback to craft a purposeful Individual Development Plan. This entertaining and engaging session features a unique perspective on the use of the LPI feedback as a tool for developing IDPs.

Norm Alberg has a 30 year career in a leading a variety of technical and engineering organizations, and over 17 years of Executive leadership experience in both the public and private sector. Norm has worked at King County for five years, the last 3 years leading the RALS division. Prior to King County, Norm worked at Starbucks, has also worked as a Management Consultant, as well as worked for Washington State, Seattle City Light and the City of Seattle.

Tom Pearce is a Certified Master with deep experience working with organizations around the world to develop better leaders and stronger teams. Tom has an MBA from Duke University along with 16 years of corporate experience working with ARCO and Mobil in Dubai, Nigeria, Indonesia, China, the UK, and Canada.



10:30-11:45AM

Case Study Sessions (continued)

Carmel II



Investing in Coaching for Emerging Leaders — A Growing Trend

The increasing recognition of the importance of executive coaching is extending beyond the C-suite and senior managers to emerging leaders in the 25-35 age group. This presents opportunities for The Leadership Challenge® to be incorporated into the coaching process as these emerging leaders will be cultural influencers within the organization and in the long term, cultivate a culture of Leadership. This session will draw on the example of a government in the Middle East which has established a leadership development program for emerging leaders. This program engages all participants in a coaching program based on The Leadership Challenge and the LPI. Through this coaching process, emerging leaders are not only making a difference to the way they lead but are able to make a significant impacts in their teams, divisions and beyond.

Graham Moore is the first Certified Master of The Leadership Challenge in the Middle East. Graham is an experienced international speaker and facilitator. He has delivered The Leadership Challenge in 6 countries in the Middle East, Africa and Asia.

Mendocino I



Coaching for Results with the 30 LPI Behaviors at Unilever Nigeria Plc.

A combination of training and coaching generates changes in leadership behaviors, and reinforces the validity of The Five Practices of Exemplary Leadership® in enhancing business results and driving corporate change. In this case study of an organization aiming to develop leadership capacity, you will learn the story of Unilever Nigeria Plc's journey from contracting through assessments, workshops, coaching, and reassessment. With two cohorts, one for hi-pos and another for experienced managers, Unilever has made a significant investment in its present and future.

Weyinmi Jemide is a Certified Facilitator of The Leadership Challenge Workshop based in Lagos, Nigeria. He uses training, coaching and group facilitation to positively influence organizations and individuals.

Mendocino II



Singing from the Same Songbook: Lessons from Local Government Leaders

How do you create a common understanding of leadership in a decentralized system of state and local government? How do you inspire public officials to effectively lead and govern at every level and across highly specialized units? The School of Government introduced The Five Practices model to local government employees eight years ago. Today, more than 800 public officials including Chief District Court Judges, county and city commissioners, state and local government employees and Masters in Public Administration candidates use The Five Practices. We will share how these leaders get results using The Leadership Challenge model in traditional and nonhierarchical settings.

Donna Warner is director of the Local Elected Leaders Academy. In this capacity, she teaches and works with faculty to design and implement education and training programs for city and county elected officials. Warner brings expertise in budget and management analysis, strategic planning, human resource administration, and retreat facilitation. She is a Certified-Master-in-Training.

11:45AM-1:15PM

Lunch

Nikko Grand Ballroom

1:15-2:15PM**Activity Sessions**

Presenters will demonstrate one to three activities they use to illustrate or engage learners in The Five Practices of Exemplary Leadership®. In addition, presenters will share how this particular activity has been successfully implemented in their own work and why. Participants will have the opportunity to learn by doing, in addition to reflecting on their personal development.

Monterey I

Handbell Ringing: Teamwork with a Difference!

"Leaders know that they can't do it alone. They need partners to make extraordinary things happen in organizations... [Leaders] foster collaboration by building trust and facilitating relationships..."—Jim Kouzes & Barry Posner

Handbell ringing requires interdependency, communication, self-awareness and trust. It demonstrates in a unique way the importance of collaboration in achieving goals. This interactive workshop will take participants out of their comfort zone and provide an experience few have had: playing in a handbell choir. Participants experience a new type of team, and how each individual is crucial to it. Plus, it's great fun! No experience or musical knowledge required.

John Whitehead is an experienced leader, facilitator, and coach with over 20 years of senior leadership experience. John has an MA in Leadership from Royal Roads University, Victoria, BC is a Level I facilitator with The Leadership Challenge® and a certified instructor in Tracom's SOCIAL STYLE® and Versatility process.

Nikki Attwell, is an experienced Handbell clinician and conductor who began ringing in 1977. Highlights over the years include appearing in concert with the semi-professional brass ensemble, BRASSROOTS, the Okanagan Symphony Orchestra, performances at Guelph Fest and at the Stratford Summer Music Festival, and playing the handbell part in a Toronto production, broadcast nationally on CBC-TV, of Benjamin Britten's Noye's Fludde. Nikki directs the Alleluia Ringers handbell choir in Kelowna, Canada and gets her summer ringing "fix" at the Bay View Week of Handbells in Michigan.



Carmel I

Creating Vision in a Playful Way

Albert Einstein once said, "Play is the highest form of research." In this hands-on session, we will engage you in a discovery activity that allows you to be curious and playful as you explore the concept of vision. Creating a vision can seem like a daunting task, but this activity provides a fun and engaging entry point for participants to begin the process. Do you remember the freedom you felt as a child? Join us to find out how you can tap into that sense of freedom and apply it to crafting an inspiring vision.

Missy Makanui is the Director of Leadership Development at SAS and has been using The Leadership Challenge in her work for over 14 years.

Sarah Atai is a Leadership Development Consultant at SAS and uses The Leadership Challenge in her work developing leaders.



1:15-2:15PM

Carmel II

Activity Sessions (continued)

Liberating Structures for Engagement and Active Learning

Facilitators know how important it is to engage participants in meaningful activities that challenge and inspire learning. Liberating Structures offer a menu of simple ways to engage and involve any group of people.

The presentation will provide:

- An overview of Liberating Structures and their genesis A chance for participants to engage with each other in 3 sample activities
- Discussion about how Liberating Structures can be used to facilitate learning The Five Practices
- Where to find more information about existing Liberating Structures and their current use
- Information about collaborative networks of people working together to creatively add to the existing menu of Liberating Structures



Beverley Simpson is a Certified Master of The Leadership Challenge®, a health professional, and an organizational consultant engaged for the past 15+ years in developing generations of health care leaders by incorporating the five practices with their clinical knowledge and professional skills to foster, develop and extend their leadership capacities and reach.

Mendocino I

Pipeline for The Five Practices of Exemplary Leadership®

As facilitators, we are always looking for new and innovative ways to experience The Five Practices of Exemplary Leadership®. In this session, you will learn about Pipeline, and how that activity can be connected to any and all of The Five Practices. Be prepared to collaborate, communicate, and celebrate!



Cheryl Johnson is a Certified Master-in-Training and the Assistant Director HR: Employee Development at Santa Clara University. She began using the model in 2008 as their foundational leadership training for all staff leaders at SCU.

2:15-2:30PM

Nikko Grand Ballroom Foyer

Break

2:30-4:00PM

Nikko Grand Ballroom

General Session

The Leadership Challenge® Game Show

BARRY POSNER and YOU

Join us to close out The Leadership Challenge 2015 with a ton of fun. This interactive, entertaining session brings us all together one final time to address what we've learned over the past two days, say goodbye to friends new and old, and most importantly, have fun. Barry Posner will take the helm of a Family Feud-inspired game show featuring brand and location trivia, prizes, and . . . you!

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- Workbook exercises
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To learn more while at the Forum, speak to
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Diversity Leadership Consultants believe that the best organizations and leaders of today and the future are those who create an environment where all people can do their best work...not regardless of their differences, but because of their differences.

Helping to create these inclusive environments is what we're all about: where every person is engaged in organizational improvement through acceptance of differences and celebration of differences. We accomplish this through a multitude of training workshops and we specialize in The Leadership Challenge® Workshop to complete leadership skill-building. We have a team of facilitators who have all had a great deal of experience delivering high quality multi-day workshops, coaching and organizational improvement. Visit us at www.diversityleadershipconsultants.com to find out all we have to offer.



Engaging Outcomes is a training, coaching, and consulting company focused on guiding leaders and organizations in leaving a legacy. Through engaging experiential learning including The Leadership Challenge®, personality type, emotional intelligence, and team dynamics, we assist in overcoming challenges and developing leaders at every level. 92% of our clients are repeat customers and new clients are referrals because we value honest relationships and customize engagements to meet their unique needs.

Our founder mixes two decades of Fortune 500 operational competence with a little bit of inspirational magic to unleash individuals' leadership potential and achieve performance outcomes. If you are ready to enhance your leadership, develop a higher performing team, and intentionally create your individual and organizational legacy, Engaging Outcomes is the forward-looking company for you. Learn more at www.EngagingOutcomes.com.

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ILA is a Cincinnati-based leadership development and consulting firm dedicated to working with individual leaders, teams, and organizations to inspire commitment and help produce extraordinary results. We have delivered The Leadership Challenge Workshop in a variety of formats and venues for over 25 years to medium and large firms in a number of industries including retailing, financial services, telecommunications, healthcare, technology development and state and federal government. We offer both public and in-house TLC facilitator training and certification.

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