

14 Years, 60 Countries, 6,000 Leaders

Ranked the #1 leadership development experience in the world by *Leadership Excellence* for **four consecutive years!**

GILD

The **GLOBAL INSTITUTE** For
LEADERSHIP DEVELOPMENT

October 17–22, 2010 • Palm Desert, CA

presented by

Linkage

Unleash your full potential.

“This is one of the most comprehensive leadership programs I have ever seen.”

—Stephen Covey
author, *The 7 Habits of Highly Effective People*

A Faculty of 100, including:

Warren Bennis

GILD co-chair; author of the seminal book on leadership, *On Becoming a Leader*

Phil Harkins

GILD co-chair and CEO of Linkage; best-selling author of *In Search of Leadership*

Mitch Albom

best-selling author of *Tuesdays with Morrie* and *Have a Little Faith*

Tony Alessandra

President, Assessment Business Center; author, *The Platinum Rule* and *The New Art of Managing People*

Richard Boyatzis

expert on emotional intelligence; best-selling author of *Primal Leadership*

Howard Dean

former Governor of Vermont and President of the Democratic National Committee

Bill George

recipient of *The Warren Bennis Award for Leadership Excellence*; Harvard Business School professor and author; former CEO of Medtronic

Marshall Goldsmith

renowned executive coach; author of *MOJO: How to Get It, How to Keep It, How to Get It Back if You Lose It!*

Hank Haney

founder and President of Hank Haney Golf, Inc., host of *The Haney Project*

Mark Hannum

master facilitator and expert coach on strategy and problem-solving

Tim Hurson

author of *Think Better*; expert in creative intelligence

Robert E. Knowling, Jr.

Chairman, Eagles Landing Partners

Patrick Lencioni

best-selling author of *The Five Dysfunctions of a Team* and his latest book, *Getting Naked*

Hal Movius

Principal at the Consensus Building Institute; lead author, *Built to Win*

Roger Nierenberg

former conductor of the Stamford Symphony and Jacksonville Symphony; creator of *The Music Paradigm*

Nando Parrado

“survivor of the Andes” as depicted in the book and movie *Alive*

Merrie Spaeth

strategic communications consultant, former White House Director of Media Relations

Laura Stack

President of The Productivity Pro, Inc.; author of *SUPERCOMPETENT*

Bill Strickland

CEO of Manchester Bidwell Corporation and champion for inner-city renewal

Message from the Chairs

In recent years, we have witnessed how a dearth of strong leadership has resulted in failed companies, disillusioned employees and customers, and the most emphatic economic downturn since the Great Depression. A lack of leadership in the political and corporate worlds has impacted us all. Natural disasters and other tragedies have also exposed additional need for responsible and trustworthy leaders. But there is hope. We believe that this is a time of opportunity for individuals and companies alike to foster self-awareness, to enhance the accountability and character of those in charge, and to find a new path to strong leadership. The 2010 *Global Institute for Leadership Development* will help you do just that.

In the revised edition of his leadership classic, *On Becoming a Leader*, Warren may have said it best. He wrote,

“Today, the opportunities for leaders are boundless, but so are the challenges. Our best and brightest are as smart, innovative, and capable as any generation of leaders has ever been, but the route to the top is more arduous and trickier than it has ever been, and the top itself is more slippery and more treacherous than Everest ever was. But reaching the top is not the only goal. Today’s leaders often reinvent themselves periodically in order to scale new mountains.”

For 14 years, our 6,000+ Institute participants have been on that very route, searching for new and engaging ways to reinvent themselves and scale new mountains. GILD supplied them with renewed confidence and measurable improvements in areas critical to their success, and connected them to an unsurpassed global network of fellow leaders to better solve pressing issues. Imagine what an impassioned, more capable cadre of leaders could accomplish for your organization!

We believe in the value and power of strong leadership, and we know from our track record that GILD will help strengthen your leaders. GILD is founded on the belief that any individual is capable of rising to the trials and challenges he or she faces if provided with the right set of tools. GILD’s purpose is to provide those tools and **“build better leaders, because better leaders produce better results.”**

We invite you to join us and experience your own transformation. The feedback from our alumni is that after attending GILD, they believe more in themselves and in the capabilities of their organization. Such stories of growth and success prove that we offer an unrivaled leadership development experience, one that we hope you will participate in.

What’s inside?

What is GILD? 3

Program design 4

- Accelerated competency-based learning
- The GILD faculty
- The Year of Learning

Program at-a-glance 5

Accelerated learning 6

- 360° Leadership Assessment Instrument
- Executive coaching
- Learning teams
- Leadership responsibility development
- Leadership competency development
- Leadership skill-building workshops

The Year of Learning..... 12

- Online networking
- Virtual learning teams
- The Monthly Leader
- Leadership executive book summaries
- The LinkageNetwork and Thought Leader Series

Customized leadership team meetings 14

GILD upgrades and support 15

Alumni profile 16

Enrollment and logistics



Warren Bennis

Warren Bennis
Co-Chair



Philip J. Harkins

Phil Harkins
Co-Chair

“If I believe I cannot do something, it makes me incapable of doing it. But when I believe I can, then I acquire the ability to do it even if I didn’t have it in the beginning.”

—Mahatma Gandhi

What is GILD?

The *Global Institute for Leadership Development* (GILD) is a unique experience for leaders and leadership teams that provides transformational growth in areas proven to differentiate superior leaders from average ones.

The core of the experience is a five-day immersion program that integrates the best learning methods employed by university executive education programs, leadership academies, and large-scale, global conferences to deliver accelerated growth. This is accompanied by *The Year of Learning*, a year-long development process that combines peer learning with timely and content-rich resources to sustain leadership growth.

Who benefits?

Emerging leaders: individuals identified as successor candidates and/or high-potentials with 5–10 years of management experience

Senior leaders: individuals serving as strategic leaders with enterprise-wide focus and long-term impact, e.g. general managers, vice presidents, divisional and functional heads, and senior executives

Leadership teams: intact executive teams and/or strategic project teams who customize their GILD experience into an ideal off-site meeting

What are the benefits for participants?

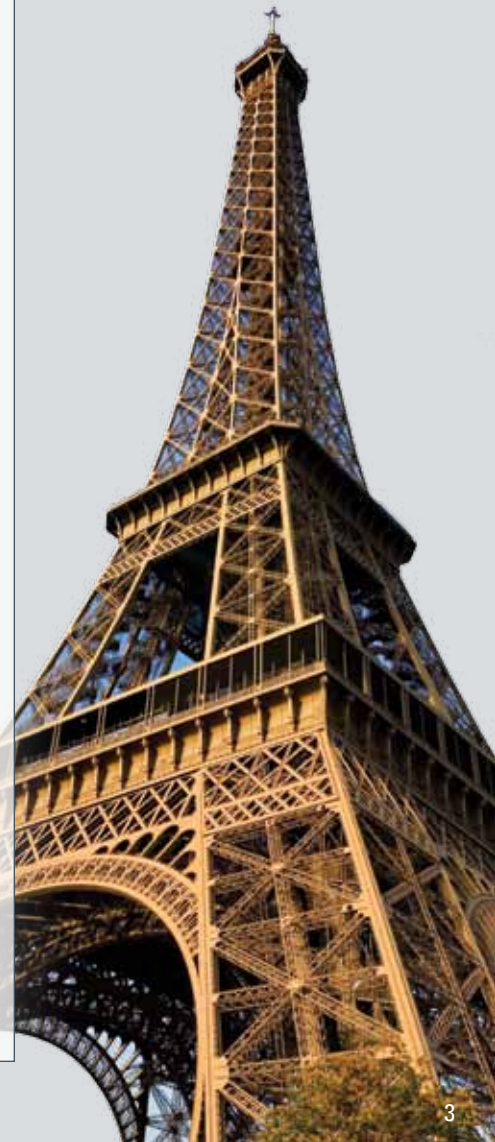
- Measurable growth in areas proven to differentiate superior from average leaders
- Improved capacity to adapt to change and act on new business opportunities and challenges
- An actionable and fully personalized development plan to drive long-term commitment to growth
- Year-long exposure to new insights and perspectives through a truly global cast of faculty and participants
- A network of global leaders who serve as a vibrant community of educational resources, business ideas, advice, and contacts

What are the benefits for organizations?

- An experienced, driven, and connected leadership team committed to driving results
- A larger cadre of qualified successor candidates to take on crucial roles
- Increased excitement and passion for learning among leaders at all levels
- Long-term, company-wide access to exclusive leadership development resources
- Greater performance and results from your organization’s managers and leaders

“GILD is not only well structured and organized, but is very innovative in its choice of speakers, and it molds leaders to be the best they can be. It has left an indelible impression on me.”

—Folorunso Alakija,
*Executive Vice Chairman
of Famfa Oil Ltd and
Founder, Rose of Sharon
Foundation*



“100% Return On Investment.”

—Teresa Stephens
Senior Vice President,
TSFG

Program design

Accelerated competency-based learning

GILD provides a tremendous influx of new insights, skills, and capabilities that can immediately be leveraged to drive change and produce better results in the workplace.

The entire experience is built upon the foundation of the High Impact Leadership Model™, a proven leadership competency model that was co-developed by Linkage and Warren Bennis. The result of an in-depth longitudinal study, the High Impact Leadership Model™ identifies the key competencies, skills, and responsibility areas proven to differentiate superior leaders from average leaders.

The GILD curriculum is focused on the development of these critical leadership differentiators.



The GILD faculty

We have carefully recruited a diverse, world-class faculty that provides the expertise and coaching necessary to drive growth and development in all of the core differentiators of the High Impact Leadership Model™.

This faculty is a formal mix of the world’s greatest leaders (current and past CEOs, politicians, and humanitarians), world-renowned teachers (representing business, arts, and academia), and expert coaches and team facilitators. A total participant/faculty ratio of 4:1 allows for a variety of learning formats including lectures, skill development workshops, peer learning sessions, and one-on-one coaching sessions.

The Year of Learning

As a complement to the five-day immersion program, *The Year of Learning* is an advanced community-based resource designed to sustain leadership growth over time. Focused around a robust online network, *The Year of Learning* delivers effective and content-rich resources in a way that is timely and minimally invasive.

In addition to access to the alumni community, *The Year of Learning* incorporates virtual team sessions, monthly learning guides, exclusive access to executive book summaries and articles, and valuable thought leader content.

“Relevant, energizing, inspiring, educational. The Institute’s coverage of a broad range of leadership traits would be applicable to any field and any discipline.”

— Bethany Baer
VP of Technology, Orbitz



Program at-a-glance

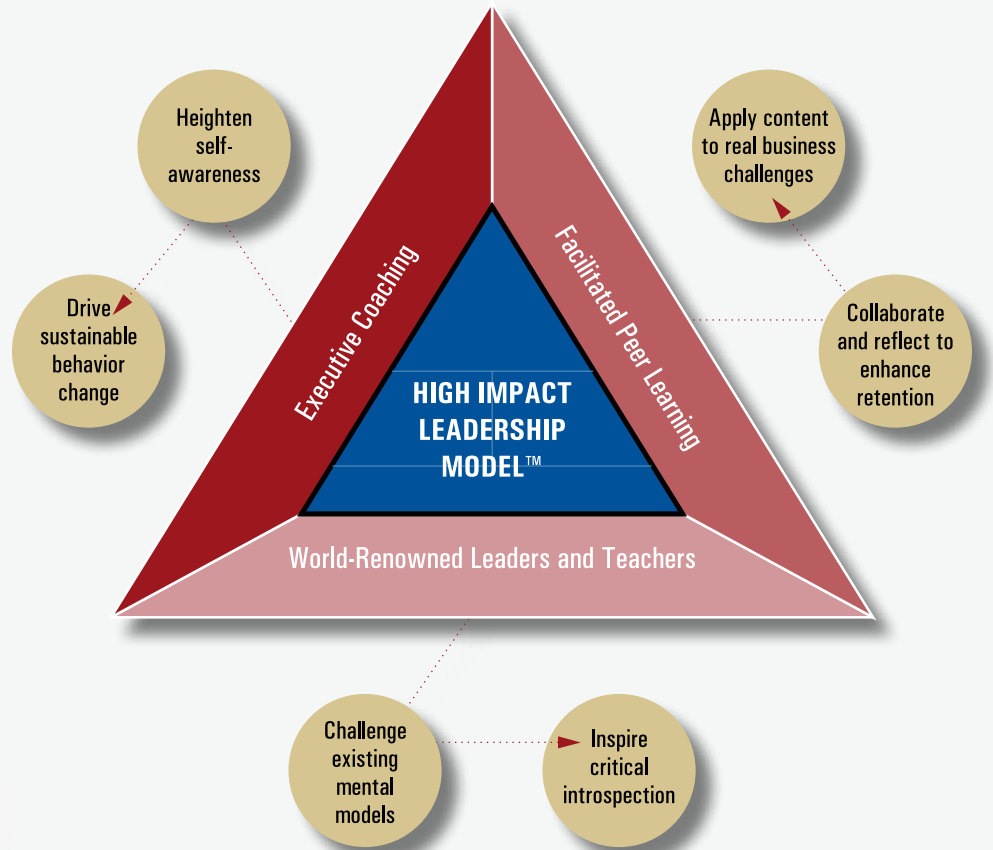
	Sunday 17 th	Monday 18 th	Tuesday 19 th	Wednesday 20 th	Thursday 21 st	Friday 22 nd	
7:30 AM		Breakfast	Breakfast	Breakfast	Breakfast	Breakfast	
8:00 AM		Motivating the Team Patrick Lencioni	Producing Results Hank Haney	Emotional Intelligence Richard Boyatzis	Trusted Influence Mitch Albom	Reflection time and executive coaching	
8:30 AM	Registration and executive coaching	Reflection time and executive coaching	Reflection time and executive coaching	Break	Reflection time and executive coaching		
9:00 AM							
9:30 AM		Leading Teams Patrick Lencioni or Communications Merrie Spaeth	Relationship Building Tony Alessandra or Strategic Thinking Mark Hannum	Decision Making Hal Movius or Leading Change Robert E. Knowling, Jr.	Building a Culture of Innovation Bill George		
10:00 AM							
10:30 AM							
11:00 AM							
11:30 AM		Break	Lunch and executive coaching	Lunch and executive coaching	Lunch and executive coaching		Lunch and executive coaching
12:00 PM							
12:30 PM		Break	Lunch and executive coaching	Lunch and executive coaching	Lunch and executive coaching		Lunch and executive coaching
1:00 PM		Opening ceremonies	Coaching and Mentoring Marshall Goldsmith	Creating the Vision Bill Strickland	Creating the Organization Howard Dean	Reflection time and executive coaching	
1:30 PM	Learning Team introductions						
2:00 PM		Break	Break	Break	Break	Focused Drive Nando Parrado	
2:30 PM							
3:00 PM	Systems Thinking Roger Nierenberg	Learning Team meetings	Learning Team meetings	Learning Team meetings	Learning Team meetings		
3:30 PM							
4:00 PM							
4:30 PM						Learning Team meetings	
5:00 PM							
5:30 PM	Learning Team meetings	Conceptual Thinking Tim Hurson	Personal Productivity Laura Stack	Break	Reflection time and executive coaching		
6:00 PM							
6:30 PM	Opening reception	Reflection time and executive coaching	Reflection time and executive coaching	Reflection time and executive coaching	Gala dinner and closing ceremonies		
7:00 PM							
7:30 PM		Dinner with Learning Teams					
8:00 PM							
8:30 PM							
9:00 PM							

Accelerated learning

Based on the High Impact Leadership Model™, the five-day program uses a multi-faceted learning approach that ensures a balance of large-scale and individual learning to improve retention and results.

“This experience was truly transformational for me. To be among such diversity of thought and culture and heart and experience and worldview was exhilarating!”

—Maureen Price
President/CEO, Boys & Girls Clubs of the North Valley, CA



1. 360° Leadership Assessment Instrument
2. One-on-one executive coaching
3. Learning teams
4. Leadership responsibility development
5. Leadership competency development
6. Leadership skill-building workshops

1. 360° Leadership Assessment Instrument

Behavior change begins with an awareness of your strengths and areas for improvement

Several months before GILD begins, you will complete Linkage's 360° Leadership Assessment Instrument (LAI), a multi-dimensional assessment that measures the differentiators in the High Impact Leadership Model™. This provides the heightened self-awareness that is necessary for individual behavior change to begin.

Some organizations prefer to use a different assessment instrument, such as one that the leaders have used in the past or one that is customized for their organization. The GILD team will work with your organization to map your competencies to the High Impact Leadership Model™ so that your leaders' GILD experiences tie directly to their own assessment feedback.

2. One-on-one executive coaching

Achieve transformation by addressing your leadership strengths and developmental opportunities with an action plan for behavior change

Directed by individual results from the 360° leadership assessment, you will personally select and work one-on-one with an executive coach from GILD's faculty of experienced professional coaches.

The coaching process includes two, one-hour private coaching sessions during the five-day program followed by a third tele-coaching appointment 4–6 weeks afterwards. Through these sessions, your coach will become a valuable resource in interpreting assessment results, crafting your Individual Development Plan (IDP), and monitoring progress on your goals for the year.



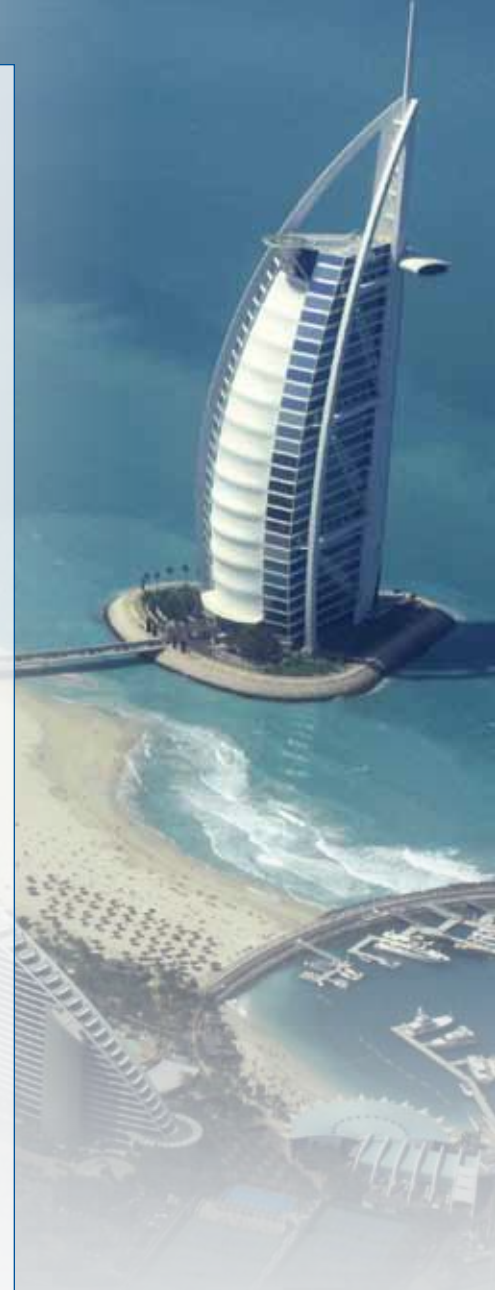
3. Learning teams

Learning is retained through collaborative critique and application to real-life situations

Learning teams are facilitator-led, peer teams of 15–18 leaders that gather each day to reflect on and share what they have learned and apply it to their pressing leadership challenges and opportunities. Participants are assigned to teams based on similar characteristics such as leadership experience, scope of responsibility, and preferred learning style.



Some organizations prefer to keep their leaders together throughout GILD so that they can immediately apply what they are learning to organization-specific opportunities and challenges. Based on the size of your team, this option may be available (see page 14).



“The time spent with my executive coach was priceless and provided me with a clear picture in developing action steps that will enhance my leadership presence.”

—Steve Wurm
President, Boys & Girls
Clubs of Arlington, TX



“To accomplish great things, we must not only act, but also dream;
not only plan, but also believe.”
—Anatole France

“Great, inspiring speakers; a good mix of business and thought leaders, plus a fantastic blend of learning with the coaching, learning teams, LAI, etc. GILD caused a great deal of reflection and, more importantly, actions for the future. I have a new set of tools and a greater self-knowledge of how to apply them!”

—Kenneth Finneran
VP of HR, Hellmann
Worldwide Logistics

4. Leadership responsibility development

The leadership responsibilities represent the pinnacle of the High Impact Leadership Model™. They are the tangible outputs of a leader that determine the overall success of an organization. During these GILD sessions, you will gain new strategies, tools, and techniques to help you excel in these critical leadership responsibilities.

Creating the Vision—The responsibility of anticipating demands and seizing opportunities while providing meaning, context, and motivation

This session will help you:

- Inspire others through a deeply rooted sense of mission and purpose and a well-articulated vision for change
- Make the most of the resources you have available
- Set the bar higher to achieve what you previously thought to be impossible



Bill Strickland is the CEO of Manchester Bidwell Corporation and a champion for empowerment of disadvantaged urban youth.

Creating the Organization—The responsibility of building and developing the structure for high potentials

This session will help you:

- Understand and utilize various leadership styles and processes to move your organization forward in prosperity
- Identify and overcome dysfunctional leadership models and challenges in reaffirming buy-in from constituents
- Strengthen your grass-roots organizational tools, technical capabilities, and infrastructure to build a unified culture



Howard Dean is the founder of *Democracy for America*, former DNC Chairman, presidential candidate, and six-term Governor

Building a Culture of Innovation—The responsibility of building a culture that systematically anticipates future demands and seizes future opportunities

This session will help you:

- Build a culture that encourages creative ideas from outside sources
- Increase market capitalization by turning previously-untapped global innovation assets into real profits
- Prepare for leadership crises and weather tough storms



Bill George is a professor at Harvard Business school, former CEO of Medtronic, and author of four best-selling books on leadership.

Motivating the Team—The responsibility of creating an environment in which employees develop and achieve

This session will help you:

- Identify the five common derailers of team performance
- Avoid the specific behaviors that lead to team dysfunction
- Establish an atmosphere of healthy exchange and collaboration among your teams



Patrick Lencioni is the president of The Table Group and best-selling author of *The Five Dysfunctions of a Team* and his latest book, *Getting Naked*.

Producing Results—The responsibility of setting goals, monitoring progress, and driving flawless execution to achieve results in a competitive world

This session will help you:

- Better understand how important it is to make a proper diagnosis
- Set realistic goals for your organization
- Make plans to accomplish your goals



Hank Haney is a top-ranked golf coach and instructor to the world's #1 player.

“Great leaders are like the best conductors—
they reach beyond the notes to reach the magic in the players.”
—Blaine Lee

5. Leadership competency development

The leadership competencies represent the foundation of the High Impact Leadership Model™. They are ingrained mental, social, and emotional capabilities and behaviors that have been formed and adjusted over the span of a lifetime. During these GILD sessions, you will learn insight and guidance for improving in these core competencies.

Focused Drive—The capability of focusing on a goal and harnessing your energy in order to meet that goal

This session will help you:

- Gain new perspectives to help in overcoming failures and unexpected hardships
- Prioritize that in life which deserves your truest commitment and devotion
- Realize the extent of human perseverance in times of defeat



Nando Parrado is the author of *Miracle in the Andes*, whose story of courage and survival was depicted in the 1993 movie *Alive*.

Emotional Intelligence—The capability of understanding and mastering your own emotions (and those of others) in a way that instills confidence

This session will help you:

- Adopt a style of leadership that resonates emotionally with others
- Improve your ability to perceive others' emotions and build relationships through empathy and inspiration
- Track and maintain control over your own emotions



Richard Boyatzis is an expert on emotional intelligence and best-selling author of *Primal Leadership* and *Resonant Leadership*.

Trusted Influence—The capability of evoking trust from others and placing trust in others to enable them to succeed

This session will help you:

- Realize the importance of trust and accountability in being a successful leader
- Improve your levels of authenticity and influence
- Focus on consistently doing the right thing and achieving results through commitment rather than compliance



Mitch Albom is an award-winning newspaper columnist and the best-selling author of *Tuesdays with Morrie* and *Have a Little Faith*, among other publications.

Conceptual Thinking—The capability of conceiving and selecting innovative strategies and ideas for your organization

This session will help you:

- Use the principles of productive thinking and creative leadership to manage change rather than be swamped by it
- Approach problems and opportunities in a more productive way by framing them correctly and asking the right questions
- Break down subconscious mental barriers that inhibit creativity



Tim Hurson is an expert in the field of creative intelligence (CQ) and author of *Think Better*.

Systems Thinking—The capability of connecting processes, events, and structures

This session will help you:

- Understand the nature of a system, and how to effectively use that appreciation in an organization where people are the interconnected parts
- Learn to trust and better utilize the expertise of your own performers
- Leverage your influence to maximize performance while encouraging creativity



Roger Nierenberg is the creator of *The Music Paradigm*, and the former conductor of the Stamford Symphony and the Jacksonville Symphony.

“GILD assembles the finest faculty on leadership that you could possibly have in one place at one time.”

—Laurita Thomas
AVP for Human Resources, University of Michigan Health System

“Believe it can be done. When you believe something can be done, really believe, your mind will find the ways to do it. Believing a solution paves the way to solution.”

—David Joseph Schwartz

6. Leadership skill-building workshops

While the competencies and responsibilities of the High Impact Leadership Model™ are applicable to leaders at all levels, our research has revealed that the most critical skills for leadership effectiveness vary depending on a leader's level of responsibility. For this reason, GILD offers two paths for skill development: The Emerging Leader Program and The Senior Leader Program.

Each program consists of three unique interactive workshops, plus two shared sessions, designed to enhance the skills of emerging and senior leaders. Practical and intensive, they provide instruction, simulations, practice, and tools for each leadership skill.

Emerging leader skills

Decision Making—Using empowering processes to drive decisions and take action

This session will help you:

- Understand what it takes to consistently achieve better agreements in difficult decision environments
- Learn how best-in-class organizations are handling and learning from their toughest negotiations
- Lead your organization and people toward better decisions as they prepare for and negotiate all kinds of agreements



Hal Movius is a Principal at the Consensus Building Institute and lead author of *Built to Win: Creating a World-Class Negotiating Organization*.

Relationship Building—Understanding the components of emotional intelligence and interpersonal effectiveness that help you build the long-term networks you need

This session will help you:

- Quantify the value of your professional networks
- Leverage an understanding of various personalities
- Strategically manage your relationship capital



Tony Alessandra is the President of the Assessment Business Center and originator of the behavioral style assessment tool “The Platinum Rule.”

Leading Teams—Inspiring and driving a team to go beyond the expected

This session will help you:

- Solve the specific problems that you encounter in leading teams in your organization
- Learn how to build trust as a team leader through vulnerability
- Harness your own personal leadership style to improve the performance of your team



Patrick Lencioni is the President of The Table Group and best-selling author of *The Five Dysfunctions of a Team* and his latest book, *Getting Naked*.

“The amount of knowledge is tremendous and is presented in a manner that makes it easy to take back and implement.”

—Jana Etheridge
Manager, American Express

“A leader takes people where they want to go;
a great leader takes people where they don't
necessarily want to go, but *ought to be.*”

—Rosalynn Carter

Senior leader skills

Strategic Thinking—Using powerful frameworks and approaches for diagnosing and anticipating competitive threats and taking action on the strategic concerns of your organization

This session will help you:

- Learn break-through processes and ideas for developing and implementing strategy
- Identify “engines for growth” and the different forces that will constrain them
- Drive accountability and responsibility throughout your organization by translating strategy into action



Mark Hannum is an expert on developing strategic skills for leaders, and a Linkage senior consultant on problem solving and organizational development.

Leading Change—Understanding and using the most effective tools and processes to drive needed change

This session will help you:

- Aggressively seek out and pursue opportunities for change in your organization
- Revitalize lost change initiatives
- Create an internal change team to execute on the change strategy of the organization



Robert E. Knowing, Jr. has more than 30 years of experience leading companies through periods of high growth and organizational turnaround.

Communication—Communicating and relating to a broad range of people internally and externally

This session will help you:

- Approach communication with the same rigor you apply to other aspects of your business
- Calculate the impact of your words and their delivery
- Use communications as a strategic tool in today's global economy



Merrie Spaeth is a strategic communications consultant and former White House Director of Media Relations.

Shared skills

Personal Productivity—Managing yourself and your priorities so you can stretch to take on additional challenges and be successful at the next level

This session will help you:

- Understand the value of time management, prioritization, and systematic planning
- Increase your personal productivity through more organized emails, documents, and action items
- Improve your concentration and efficiency to consistently perform at your best



Laura Stack is widely regarded as one of the leading experts in the field of employee productivity and workplace issues.

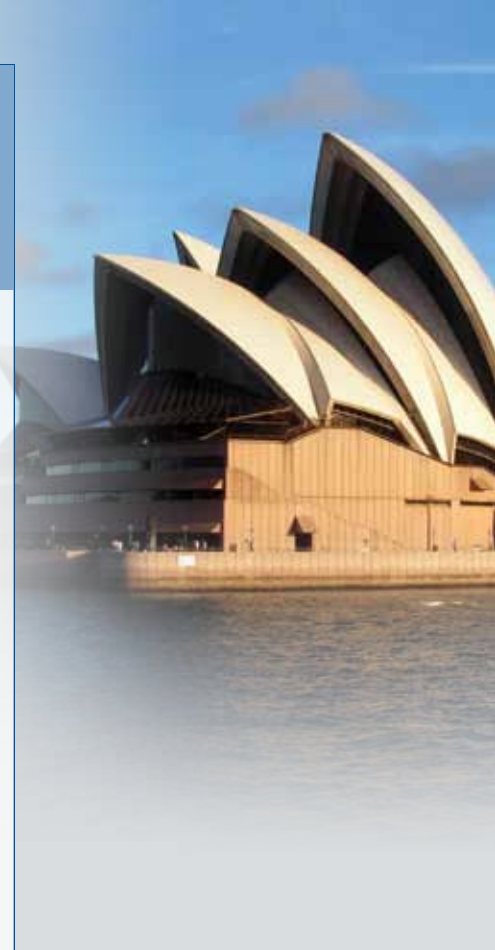
Coaching and Mentoring—The skill of mastering a comfortable coaching style and using it strategically to improve performance

This session will help you:

- Perfect your coaching technique to improve the performance of your peers and direct reports
- Apply various principles of coaching as a guide for personal development
- Identify the changes successful people need to make to continue to be successful



Marshall Goldsmith is one of the best executive coaches in the world and is rated among the top ten executive educators by *The Wall Street Journal*.



“Linkage’s *Global Institute for Leadership Development* is the Ivy League of leadership development.”

—Susan Acquisto
President, Professional Health Services

“The price for success is
always paid in advance.”

—Bill Belichick

“I would recommend GILD because of the opportunity for personal growth, to see a different and more healthy perspective, and to be more successful and fulfilled. What better investment is there for the long term?”

—Frank McGrane
Senior VP, Citizens Bank

The Year of Learning

The mission of the **Global Institute for Leadership Development** is to develop better leaders so that they can reach higher levels of success and produce better results for their organizations. GILD accomplishes this mission by developing essential competencies and skills, introducing new approaches and global best practices, and inspiring personal commitment to development that lasts a lifetime.

The goal of **The Year of Learning** is to provide a simple, easy, and effective way for leaders and leadership teams to continue their own development beyond GILD so that the learning is not episodic. Accompanying the five-day immersion program, this sustainable curriculum delivers a variety of leadership resources that make the leader the center of a community of learning and allow growth to continue unabated over the long-term.

For individuals, these resources include...

1. Online networking
2. Virtual learning teams
3. The Monthly Leader
4. Leadership executive book summaries
5. The LinkageNetwork and Thought Leader Series*

Individual benefits...

1. Online networking

A vibrant, engaging community for knowledge and resource sharing

Delivered via the GILD Leadership Portal, this powerful resource is the central location for accessing participant-generated content, frequently updated Linkage and GILD faculty resources, and networking opportunities among leaders worldwide. The site is regularly maintained to encourage networking through common interest groups, book review sharing, team meetings or group coaching, discussion posts, and informal or personal connections.

2. Virtual learning teams

Facilitated group learning with peers from around the world

During the five-day immersion program you will form strong bonds with your learning team. These bonds and the learning momentum they create will be maintained throughout the year via virtual learning team sessions. This process includes ongoing informal contact among team members and the facilitator as well as a total of four virtual team meetings taking place at quarterly intervals, granting a rare opportunity to focus entirely on individual development and teamwork in a collaborative environment.

3. The Monthly Leader

A year-long post-program support curriculum for continuous learning

Each GILD participant gains one year of access to *The Monthly Leader*, a monthly publication focused around individual components of the High Impact Leadership Model™. Each edition contains useful and practical articles, videos, and hands-on tools from a combination of renowned thought leaders and Linkage's own content library. Included resources are carefully chosen to allow minimal time investment and instant application.

4. Leadership executive book summaries

Access to the latest thinking in leadership and management with minimal time investment

Linkage partners with leading providers of business articles and reference material in order to offer our participants the summaries of cutting-edge ideas and hands-on management guides that only the year's best business and leadership books can offer.

5. The LinkageNetwork and Thought Leader Series*

Exclusive online community and access to virtual broadcasts

GILD participants have the option of enrolling in two of Linkage's most innovative programs, the LinkageNetwork and the Thought Leader Series. The LinkageNetwork is a revolutionary learning community designed to sustain and fast track rising leaders' personal and professional development. Members connect with peers, receive best-in-class coaching, and develop professionally through a global online community and local in-person events. The Thought Leader Series consists of eight distance learning broadcasts featuring renowned gurus and subject-matter experts from around the world. Previous speakers include as Peter Drucker, Michael Porter, Benazir Bhutto, Jack Welch, Howard Schultz, and many more.

*Additional fees apply at discounted GILD alumni rates.



The Year of Learning offers additional benefits for teams, including collaborative action-learning teams and on-site leadership skill-building workshops.

To learn more about these options, please call 781-402-5555 or visit www.linkageinc.com/gild.

LinkageNetwork
Learn... Lead... Everyday



Customized leadership team meetings

Great organizations invest in teamwork as a centerpiece to their success, and high-performing teams can be a huge contributor in rolling out new business initiatives and instigating large-scale change.

For this reason, many organizations leverage GILD as an ideal off-site meeting for their senior or high-potential leadership teams, boards of directors, or functional teams. These groups customize their GILD experience to drive action around specific organizational agendas such as change, strategic planning, team-building, cost reduction, and/or annual leadership forums. The combination of leadership and team assessment tools, world-class faculty, expert facilitators, and executive coaches provides the ideal ingredients to generate dramatic results from your meeting. Consider these past examples (additional examples and customer referrals available upon request):

Case study 1

An investment and financial advisory firm with a focus on the Canadian energy industry leveraged GILD to build leadership skills among their own senior leadership team and leaders from their portfolio companies. Having identified leadership as the most valuable asset to business success, they were committed to adding value as a supportive long-term investor and trusted partner for their portfolio companies. Partnering with Linkage, they created a year-long leadership development process for their multi-organizational team, which centered around a customized facilitated Leadership Roundtable at GILD. Through their GILD experience, they not only achieved a significant improvement in leadership and teamwork capabilities, but they were also able to align their senior leadership and that of their portfolio companies around a long-term strategic agenda while succeeding in creating a platform for best-practice sharing known as the Leadership Network. The powerful connections and networking infrastructure created through GILD set the stage for ongoing development within their organization and their portfolio companies well into the future.

Case study 2

A *Fortune* 15 pharmaceutical and distribution supply company came to Linkage to participate in a nine-month development program called “Leaders Teaching Leaders” (LTL). Their goal was to accelerate the development of the highest potential leaders below their top 200 executive level. Working alongside Linkage throughout the process, they leveraged GILD as a powerful learning intervention to bring the team together and get everyone “fired up”—dramatically improving individual and team engagement throughout the process. During GILD, the team was able to approach their learning in the specific context of their company to successfully launch a long-term action learning project and to plan the agenda for their next two learning sessions throughout the year. Following the Institute, each participant left with a tangible Individual Development Plan to guide further development, and the resulting word of mouth generated unanticipated desire for future participation among other high-potential leaders throughout the organization.

“For Gilbane, GILD is the focal point of a year-long leadership experience. Linkage’s *Leaders Teaching Leaders* process combines leadership awareness, skills, and action learning. It forges teamwork and camaraderie among our top leaders as they work on business challenges. This, in turn, creates step-function improvements in our organization and prepares Gilbane for continuous growth. If leadership development is a priority for your organization, then GILD/LTL deserves your attention.”

—Diane Fasching,
vice president, Gilbane

If you wish to speak with either of the above companies or a different alumni organization in your industry, please call 781-402-5555.

“If people only knew how hard I work to gain my mastery, it wouldn't seem so wonderful at all.”

—Michelangelo

GILD upgrades and support

For senior leaders...

The Senior Executive Leadership Forum (SEL) is a high-impact development experience designed for your organization's top executives. This three-day, strategic development program is embedded within GILD and is limited to 15 C-level executives and presidents from around the world. The SEL Forum includes group sessions facilitated by Dr. Warren Bennis and Dr. Phil Harkins along with select members of the GILD keynote faculty, which focus on organizational and leadership challenges unique to executives at the top of the organization.

This unique experience delivers:

- New ideas, insights, and solutions to top priority leadership challenges
- A peer network of successful leaders that share advice and recommendations in a confidential, high-trust environment
- Exclusive access and learning opportunities with an all-star faculty

For a list of previous participants, visit gild.linkageinc.com/senior_executive.aspx

For internal leadership and organization development leaders...

GILD due diligence

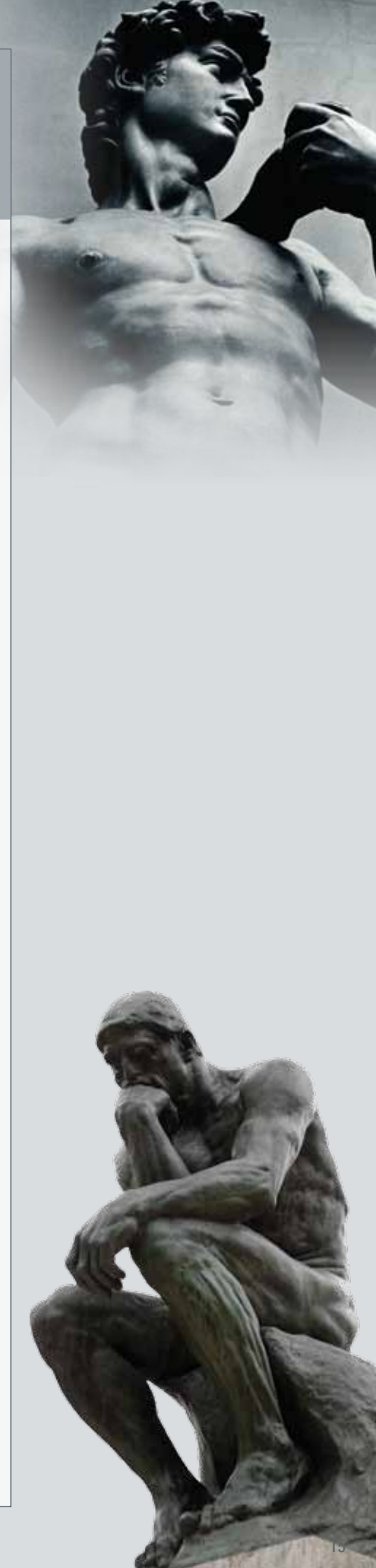
If you would like further proof that GILD actually delivers on its promises, please know that the following resources are available for further consideration:

- Evaluation scores from past years
- Written testimonials
- Case studies
- Testimonial video
- Opportunities to speak directly with GILD alumni or their “sponsoring” LD executives

How can Linkage help me promote GILD internally?

For those who are leadership development or human resources professionals, you may or may not have the budget authority to be the final decision maker on this investment. We would be happy to work with you to make the business case for investing in GILD by:

- Mapping the GILD curriculum to your internal competency or development model
- Assisting you with adding GILD to your Learning Management System (LMS) or Intranet resources
- Connecting your leaders with past GILD alumni who are in your industry and who have shared similar roles or similar leadership experiences
- Providing past Return On Investment data



GILD

The GLOBAL INSTITUTE For LEADERSHIP DEVELOPMENT

October 17–22, 2010
Palm Desert, CA

Linkage

Unleash your full potential.

CORPORATE HEADQUARTERS

200 Wheeler Road
Burlington, MA 01803
phone 781.402.5555
fax 781.402.5556
e-mail info@linkageinc.com
web www.linkageinc.com

WITH ADDITIONAL OFFICES IN

Atlanta • New York • San Francisco • Athens
• Bangalore • Brussels • Bucharest • Istanbul
• Johannesburg • Kuwait City • Mexico City • Seoul • Singapore • Sydney

Linkage is a global organizational development company that specializes in leadership development. We provide clients around the globe with integrated solutions that include strategic consulting services, customized leadership development and training experiences, tailored assessment services, and benchmark research. Linkage's mission is to connect high performing leaders and organizations to the futures they want to create. With a relentless commitment to learning, Linkage offers conferences, learning summits, open-enrollment workshops, and distance learning programs on leading-edge topics in leadership, management, human resources, and organizational development. More than 200,000 leaders and managers have attended Linkage programs since 1988.

Priority code:

Partial GILD alumni list by company and industry

Aerospace & defense

Aerojet • ARINC • BAE • Boeing Company • Raytheon

Automotive & transport

BMW • DaimlerChrysler • Harley-Davidson • Saturn Corporation • Toyota Company

Banking & financial services

American Century • American Express • ARC Financial • Bank of America • Champion Mortgage • Citizens Financial • Deloitte • Discover Financial • DWS Scudder • J.P. Morgan Chase Co. • The South Financial Group

Business services

Accenture • Acxiom • Federal Express • Kinko's • Lawrence Livermore National Laboratories • Los Alamos National Laboratory • RHR International • UPS

Chemical

3M • Bayer • Celanese • Dow Chemical • DuPont • Sherwin-Williams

Computer services

Cisco Systems • Hewlett-Packard • Computer Sciences Corporation • Getronics • Mentor Graphics • Microsoft • SIAC

Consumer products manufacturing

Alberto Culver • Altria • Avon Products • Bose Corporation • Colgate-Palmolive Company • Kimberly Clark • Levi Strauss & Co. • NIKE • Procter & Gamble

Electronics

Analog Devices • Corning, Inc. • Entegris Inc. • Intel

Energy & utilities

BP Amoco • Chevron • Exelon • Keyspan Energy • Sask Energy • Sempra Energy • Shell • Tampa Electric Company • Tesoro Petroleum

Food & beverage

Anheuser-Busch InBev • Danone • Dunkin' Brands • Frito-Lay • Kellogg Company • Kraft Foods • Mark Anthony Group • McDonald's • Nabisco • Nestlé USA

• Pepsi-Co. • Perdue Farms • Pizza Hut • Starbucks Corporation

Government

Center for Disease Control and Prevention • IRS • NASA • National Research Council of Canada • Singapore Ministry of Defense • US Coast Guard

Healthcare

Kaiser Permanente • Medtronic • Meridian Health System • Provena • University of Michigan Health System

Industrial manufacturing & mining

Gerdau AmeriSteel • International Paper • US Steel

Insurance

Aetna • Chubb Insurance • Prudential • Standard Life Insurance • WEA Insurance Group

Media

Hoovers Online • Sony Pictures • Time Warner Cable

Non-profit

Boys and Girls Clubs of America

Pharmaceutical

Abbott Laboratories • Amgen • Berlex, Inc. • Bristol-Myers Squibb • Eli Lilly • Janssen-Ortho • Johnson & Johnson • McKesson • Merck & Co. • Pfizer, Inc.

Real estate

Century 21 • RE/MAX International

Retail

Eddie Bauer • Macy's • LL Bean, Inc. • Payless Shoe Source • Target Stores

Telecommunications

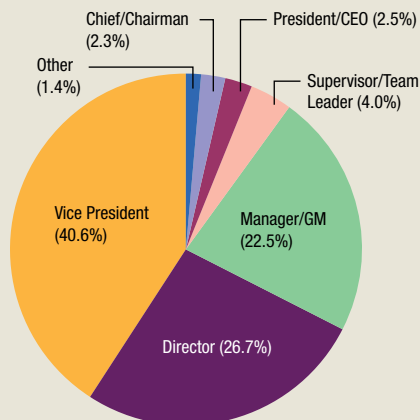
AT&T • Lucent Technologies • Motorola, Inc. • Nokia

Transportation & travel services

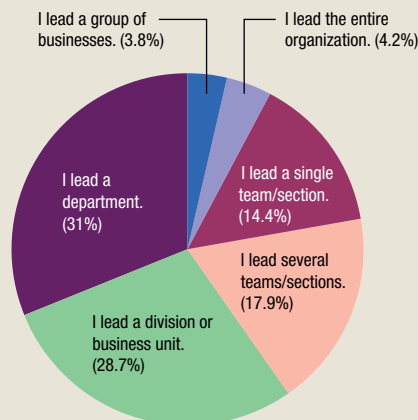
Continental Airlines • Con-Way Transportation • Orbitz

GILD alumni profile

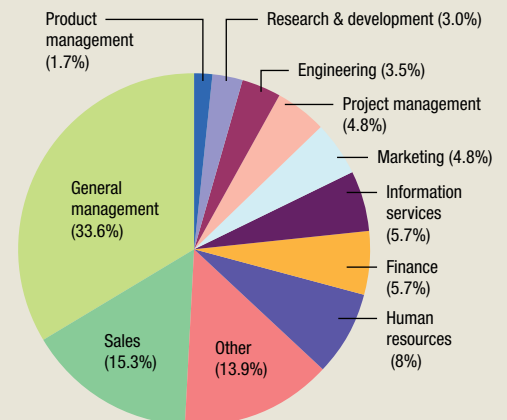
Job title equivalent



Scope of leadership responsibility



Functional responsibility



Enrollment form

Please reserve _____ seat(s) at the *Global Institute for Leadership Development*, in accordance with the following schedule:

Early Enrollment: Reserved before May 28, 2010

- \$4,995 per person for 1-3 people per organization
- \$4,595 per person for 4+ people per organization

Standard Enrollment: Reserved after May 28, 2010

- \$5,495 per person for 1-3 people per organization
- \$4,995 per person for 4+ people per organization

GILD Alumni Enrollment (only applies to actual person who attended GILD in past)

- \$3,995 per person

SEL enrollment: Call 781-402-5555 to apply.

Enrollment fees do not include travel, hotel accommodations, or the team dinner on Monday night. Only one discount may be applied per enrollment.

Please photocopy this form to enroll additional colleagues. All enrollments must be received together to receive team discounts.

Name of enrollment coordinator

Priority code (located on the back cover of brochure)

Name of participant

Participant title

Company

Address

City

State

Zip

Phone

Fax

E-mail (many program updates and features are sent through E-mail)

Payment Method

Check is enclosed for \$ _____. Please make checks payable to Linkage and remit to Linkage, ATTN: Accounts Receivable, 200 Wheeler Road, Burlington, MA 01803.

Credit card payment for \$ _____.

- VISA
- MasterCard
- American Express
- Discover

Card number

Expiration date

Name on card

Signature

GILD enrollment policies

1. Payment: Full tuition must be received in U.S. funds.

2. Group reservations will be billed to the PRIMARY CONTACT (above) unless otherwise specified.

3. Cancellation: A \$275 administrative fee will be applied to any cancellation at any time. After September 10, 2010, cancellation of any and all registrations—including 'no shows'—is subject to the full Institute fee. An organization may substitute one executive for another at any time at no charge.

Enrollment and logistics

Reserve your seat(s)

You may enroll by contacting Linkage via:

- telephone: **781.402.5555**
- web: **<http://www.linkageinc.com/gild>**
- fax: **781.402.5556**

We encourage early enrollment to ensure your participation in the pre-GILD assessment.

Lodging

The 2010 *Global Institute for Leadership Development* is being held October 17–22, 2010 at:

Desert Springs, A JW Marriott Resort & Spa

74855 Country Club Drive

Palm Desert, CA 92260

Phone: 760.341.2211

Fax: 760.341.1872

Toll-Free Reservations: 1.888.538.9459

Linkage will hold a limited block of rooms available at a reduced rate on a first come, first served basis until September 24, 2010. When reserving your room, be sure to mention the code “LINKAGE” to receive this reduced room rate.

Tuition

Tuition covers all program materials, assessment feedback, and entrance into all GILD offerings during the immersion program, as well as access to all of the individual benefits outlined in *The Year of Learning* (unless otherwise noted).

- **1–3 participants:** \$4,995/person until May 28, 2010 (\$5,495 per person after May 28, 2010)
- **4 or more participants:** \$4,595/person until May 28, 2010 (\$4,995 per person after May 28, 2010)
- **GILD alumni:** \$3,995/person

“It is wise to keep in mind that **neither success nor failure is ever final.**”

—Roger Babson